



#### **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.

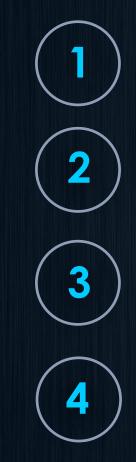
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# Content



## Who We Are: Our Footprint

## 5-year Profit & Growth Strategy

## **Unleashing Shareholder Value**

**Financial Review** 

Leading
 Pharmaceutical
 and Personal
 Care Company

- Consistent base growth
- Best-in-Class Go-Tomarket
- Superior Brand Value (Methodology, Quality, Communications, Accesibility)





#### \* New High-Growth Strategy

- "The ideal Partner for Latin America and the U.S. Hispanic Market"
- Europe : United Pharmaceuticals
- U.S. : Edgewell

•

- Japan: Rohto
- Israel : Oramed
- Assessing selected <u>high-ROIC</u> potential partnerships focused in
  - 1) Aging population
  - 2) Gen Y and Z markets
  - 3) Climate and sustainability positive impact
  - 4) Technology leveraging our capabilities

5

# Footprint : Latin America

#### **CHALLENGES**

- General economy
   stagnation
- Political inestability
- Employment & Livelihood crisis
- Increment in illicit economic activity
- Countries recessions

#### **OPPORTUNITIES**

- Population + 663 million (2x USA)
  - GDP per capita 0.2 x USA
  - Total GDP = 0.4x USA
- Median Age : **31** years
- Inequality translates into different consumer categories mass market
  - masstige



#### Genomma Lab Internacional : Base Business

 Genomma develops, manufactures and markets a broad range of premium branded products, many of which are leaders in their categories





## Over The Counter Products (OTC): 52% Of Total Sales\*



8



#### Personal Care Products (PC) + Beverages: 48% Of Total Sales\*





#### New Categories:









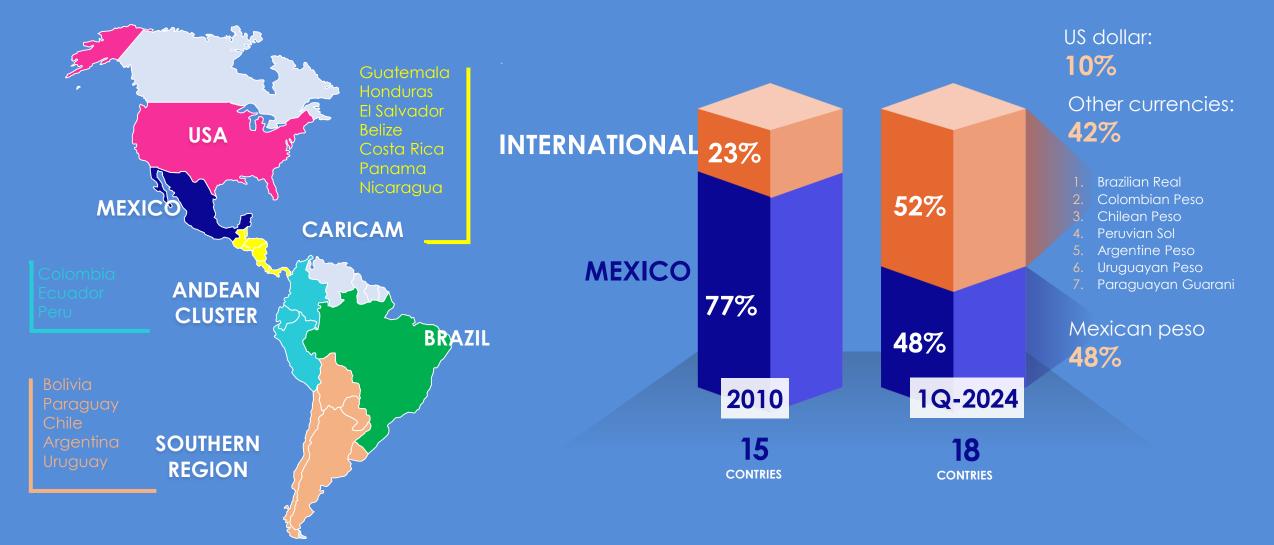
#### Antibacterial

#### Male Care & Grooming

#### Infant Nutrition

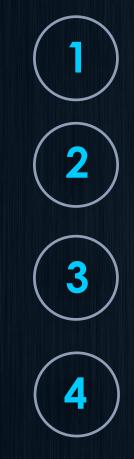


#### **International Business Model**





# Content



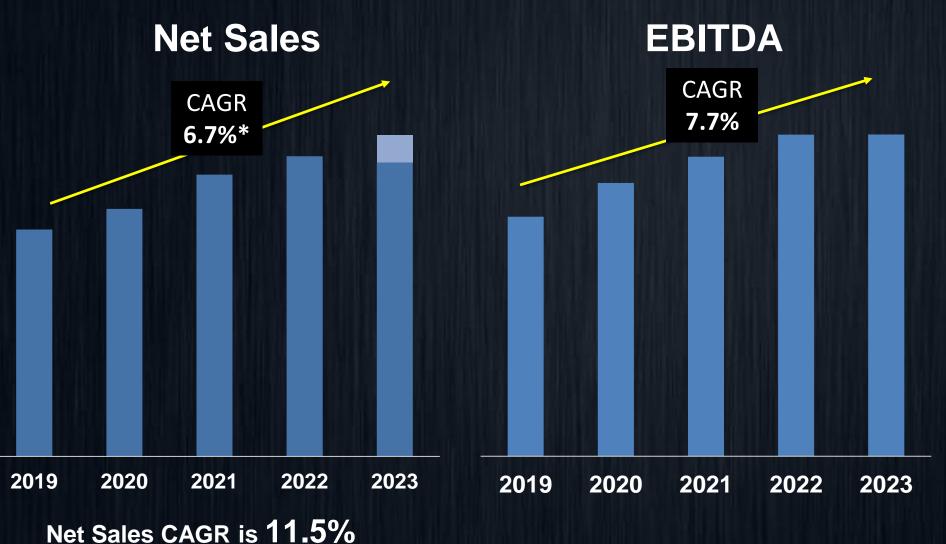
# Who We Are: Our Footprint

#### 5-year Profit & Growth Strategy

#### **Unleashing Shareholder Value**

**Financial Review** 

# **Evolution of Growth Strategy 4-year trend : consistent Sales and Profit growth**



with 2023 Like-for-like results

#### INITIATIVES TO FURTHER IMPROVE PROFITABILITY

- Manufacturing Plant and Supply Chain synergies
- AI-based media investment optimization
- Cost optimization strategies
- Strategic Partnerships leveraging infrastructure and capabilities
- Sweeten Product Portfolio Mix



#### Growth Strategic Framework $\rightarrow$ 2025







High quality ingredients

EMPAQUE 100%

Recycled

# **Product Innovation**

# Cicatricure GOLD LIFT



# New High (Inorganic) Growth Strategy

#### A&M

• Current environment : high valuations due to global apetite in OTC and PC brands, and low interest rates

#### PARTNERSHIPS

- Innovative products and services
- Extensive R&D capabilities
- Low capital investments
- Leverage existing manufacturing infrastructure

High ROIC -> Shareholder value creation

#### "The ideal Partner for Latin America and the U.S.Hispanic Market"





#### **UP** International



#### **Strategic Alliances**





New category with growth potential for Mexico & LatAm

Manufactured by Edgewell PC (Strategic Partnership)

> Market Value opportunity of >100mm USD



#### **Strategic Alliances**



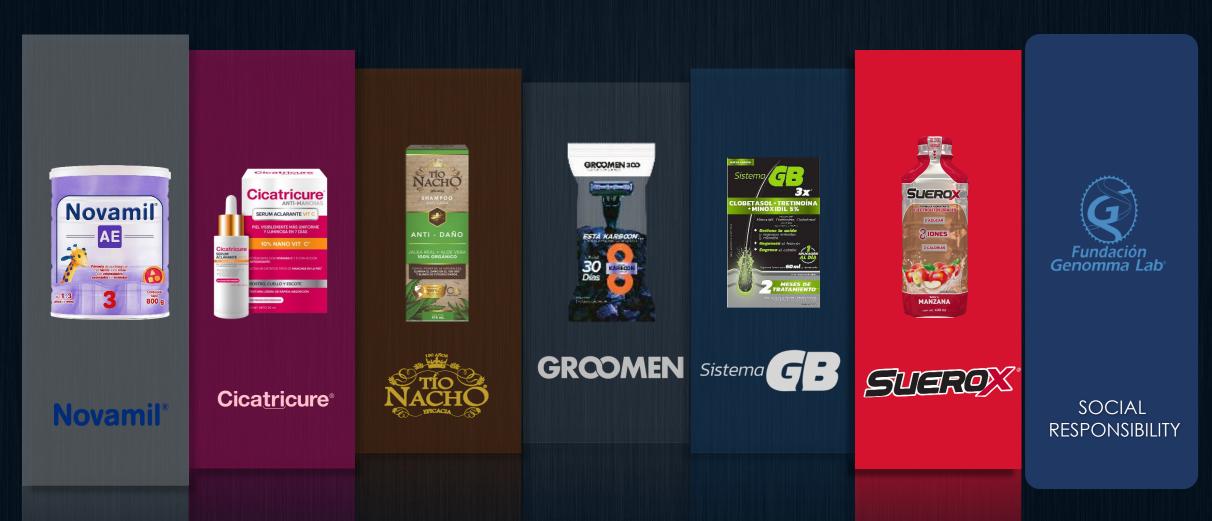


- Developing a franchise business to expand the presence of power brands in other territories, partnering with strong local players
   overseas
- Low cost manufacturing, sustainable products
- Full marketing/advertising and Point-of-Sale material



#### **Superior Brand Communication**



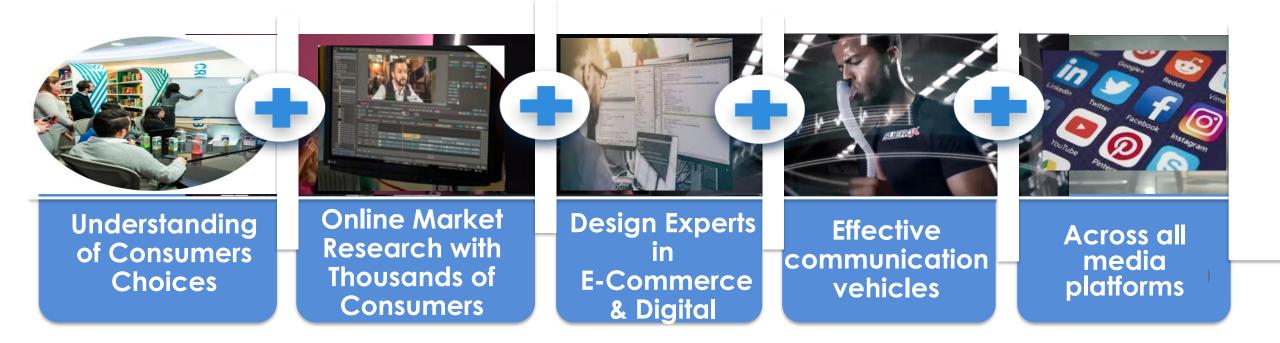


Click on images to watch the latest product communication



#### Proprietary Process to Win the Consumer Experience

#### **Always-on Analytics and Precision Marketing**



#### The largest <u>Content Studio</u> (25 years) in the world of CPGs and Pharma Companies, now including <u>Digital Content</u>

•





TV, Digital, Multi-format capabilites

- 25 years developing the largest multi-media content in Latin America
  - > 2.1 PetaBytes of media content (Over 2,140,000,000 GB of photos, videos, animation & digital content produced in-house)
- Cost to produce content: 70-80% lower cost
- Use of AI to optimize media investments



#### From the Bottom-of-the-Pyramid to the top Best in Cass Go-to-Market

**Multi- Channel** Traditional Channel Superior POS visibility **Modern Trade** +308,000 Pharma Wholesalers Points of Sale Pharma Chain 5059 • E-Commerce (B2C) Amazon & other e-Retailers **Cicatricure** Direct Sales Distribution (DSD) • **Independent Pharmacies**  Mom & Pops (bodegas) SALUDARI QUE SE SIENTE



### **Corporate Culture & Organization**

#### **Genomma Way**



#### **Breaking Down Barriers**





#### **Equal opportunity**

#### How are we doing it?

- Upskilling
- Competitive
  - Compensation
- Career Development
- Connected Organization

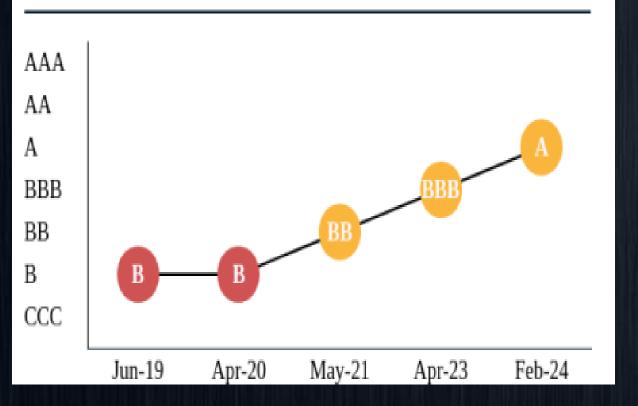


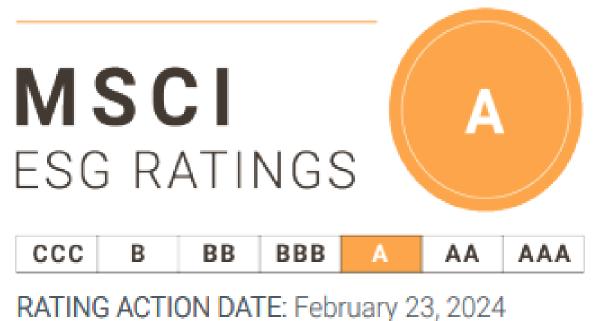
## 2025 Sustainability Strategy



PRESA SUSTENTAR

#### MSCI ESG Rating Upgrade Improved three notches in a 4 year period

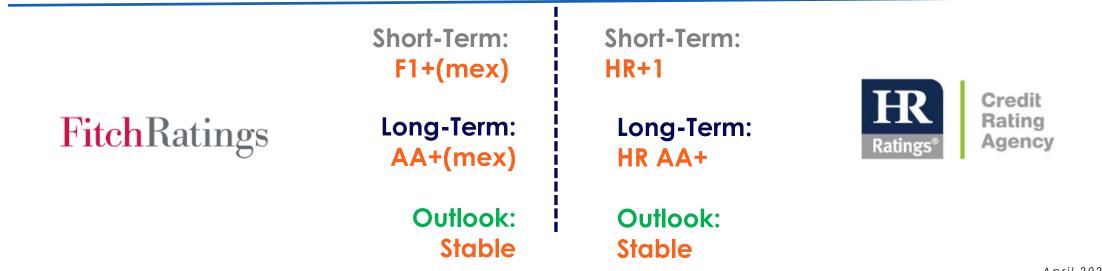




LAST REPORT UPDATE: February 23, 2024



- CASH DIVIDEND
- SHARE BUY-BUCKS
- OPTIMIZE FINANCIAL LEVERAGE
- STRATEGIC PARTNERSHIPS / M&A



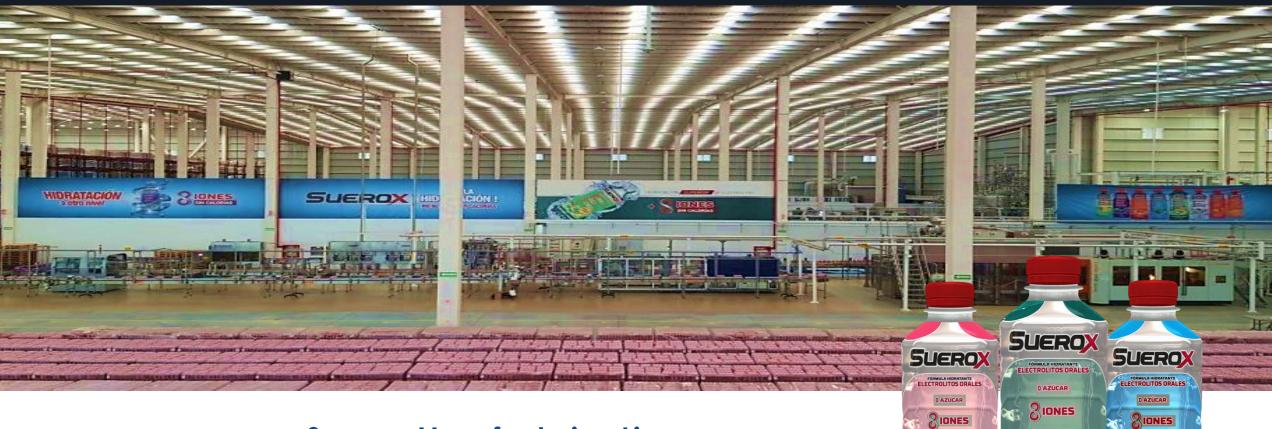


# World-class Manufacturing & Supply Chain



## PC Manufacturing Facility Update





# Suerox® Manufacturing Line +8,000,000 bottles

produced in June-23

ORA AZUL-HIERBABUENA

**0** CALORÍAS

ALOE VERA-LYCHEE

0 CALORÍA

FRESA-KIW



## PC Manufacturing Facility Update

Sabor a MANZANA

#### Isotonic Beverage Line





### Central Warehouse, PC and OTC Manufacturing Facility















# OTC Manufacturing Facility Update

#### Tube filling equipment for semisolid production line





Semi-solid production line





#### Water chiller system for OTC Plant



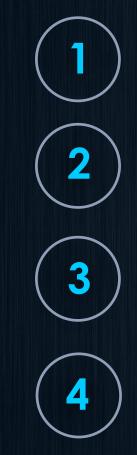


Tanks system for liquid OTC production

State-of-the-art equipment



# Content



# Who We Are: Our Footprint

### 4-year Profit & Growth Strategy

#### **Unleashing Shareholder Value**

**Financial Review** 

# 25 years Building what no other Company has !

- 1.5 million minutes on the air every year
- #1 TV advertiser in LATAM
- 1,700 new Spots produced every year
- 12,000 Spots produced in our history
- **3 days** to produce a new campaign
- 10,000 USD is the aprox cost of a new spot
- Continuous innovation capabilities
- 20 Countries with fully owned and standardized operations
- Best of Industry executives / talent
- 6 months is what it takes to fully roll out a new brand to all countries
- Strongest local government and regulatory know-how
- + 400,000 POS touched on a weekly basis
- **384** direct customers
- 1,900+ "feet on the street"
  Unique GTM platforms
  BIC in POS Marketing



#### Consumer Communication

\*In HPC category

#### Geographic Footprint

GTM

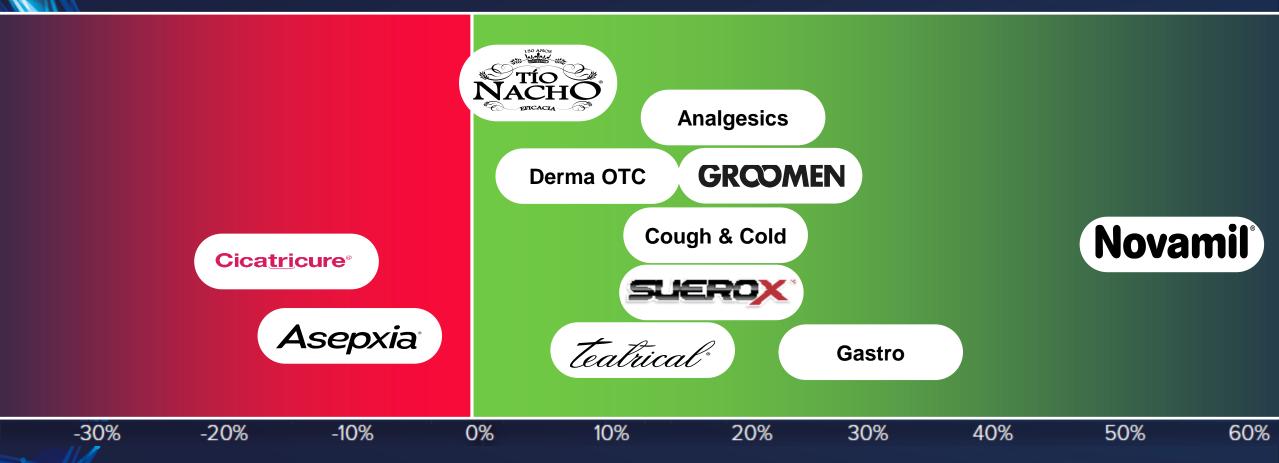
Strengthening CORE CATEGORIES

# **Shareholder value creation**



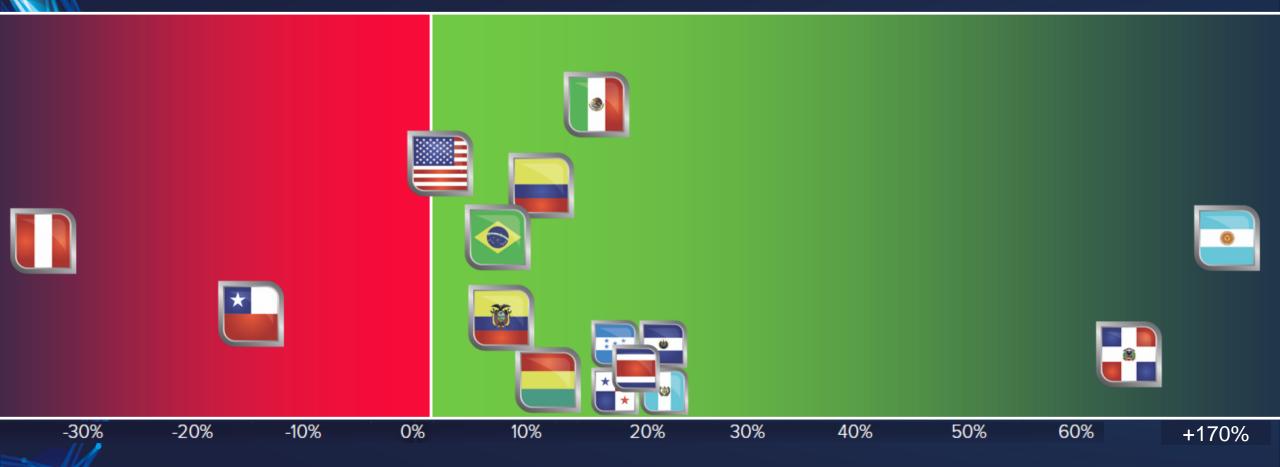


#### **BRAND PORTAFOLIO** 45% OF BUSINESS GROWING SHARE

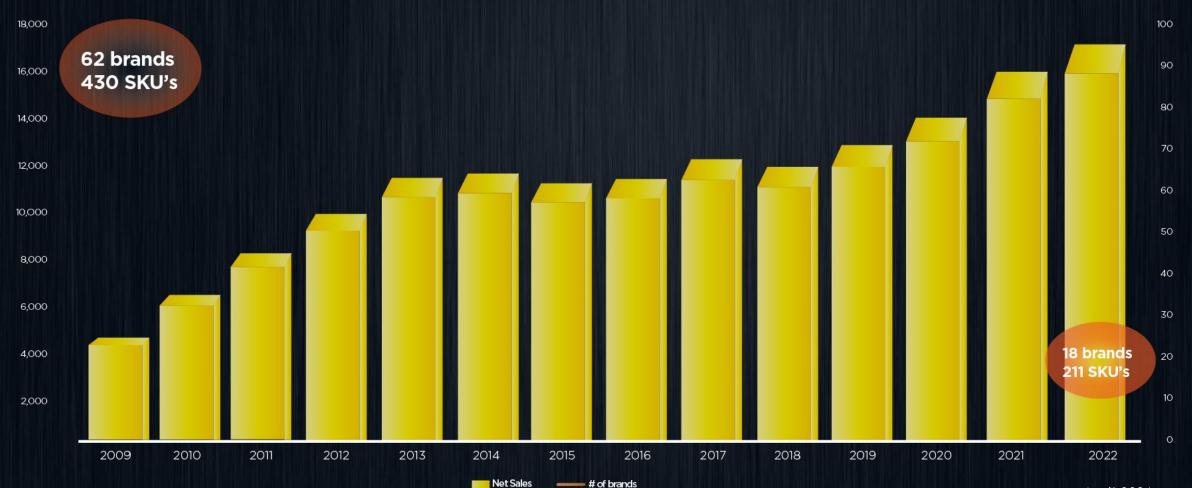


April 2024

#### **BRAND PORTAFOLIO** 78% OF BUSINESS GROWING ABOVE INFLATION

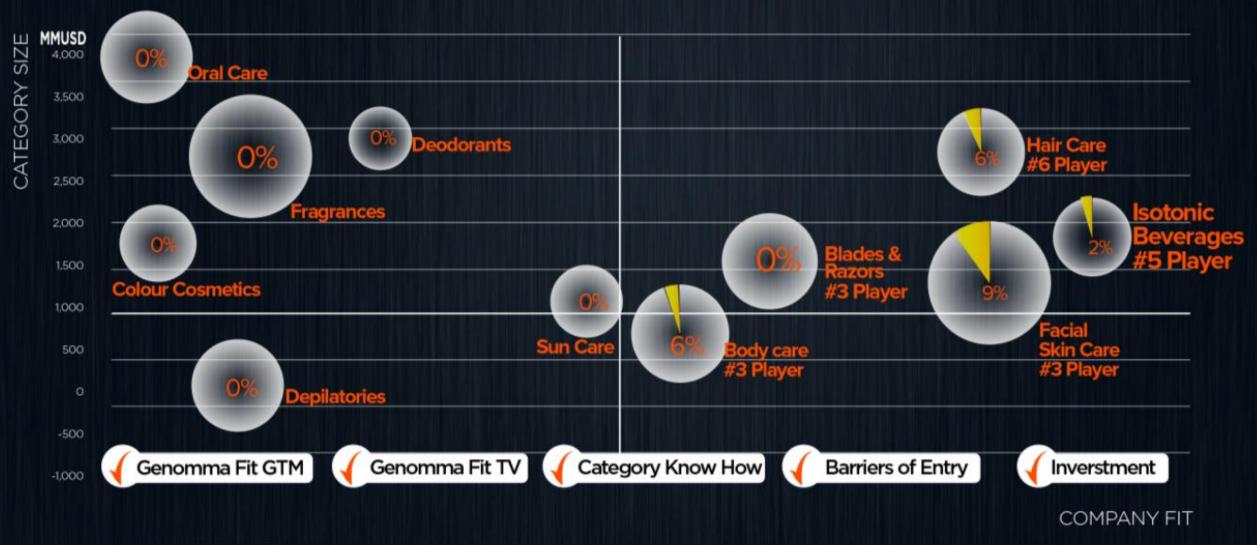


# **Strengthening Core Brands**

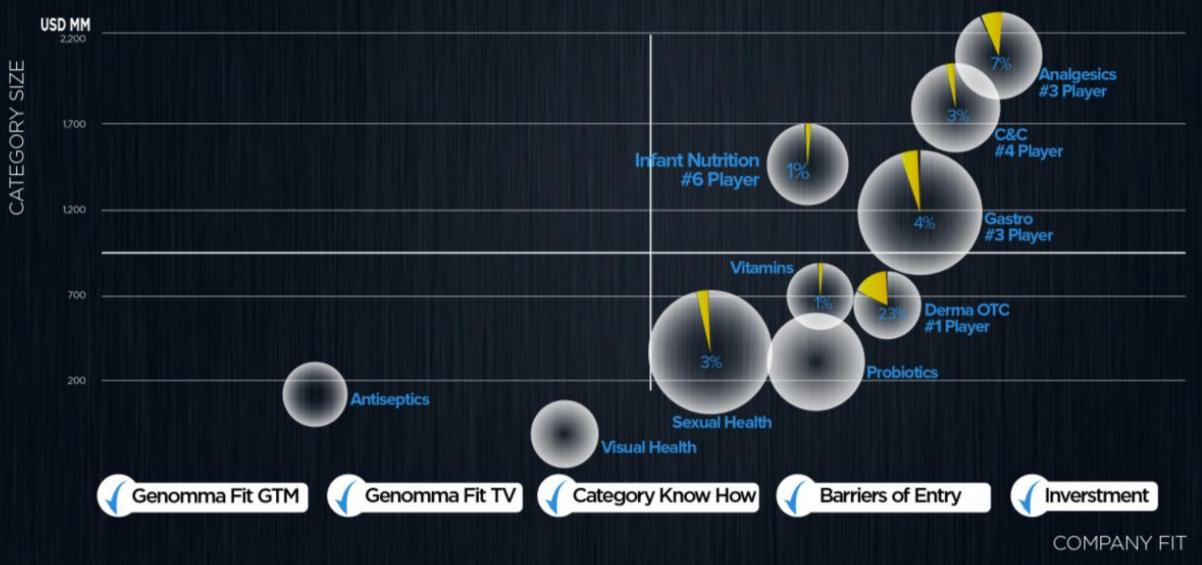


April 2024 42

## **CHOSEN PERSONAL CARE CATEGORIES**



## **CHOSEN OTC CATEGORIES**



# + 10 Bn Building Blocks

ISOTONIC BEVERAGES	SUEROX	+2,850 MM	Grow SOM Geographic Expansion Product Innovation
GASTRO	Genoprazol	+1,140 MM	Grow SOM Geographic Expansion GTM
SKIN CARE/ DERMA	Cicatricure Asepxia	+1,000 MM	Grow SOM Product Innovation
HAIR CARE	NACHO MODES	+950 MM	Grow SOM Product Innovation
ANALGESICS	X BALY Alliviax	+810 MM	Grow SOM Product Innovation GTM
<b>c&amp;c</b> Tuko	d Mexi XL?	+800 MM	Grow SOM Product Innovation GTM
INFANT NUTRITION	Novamil	+500 MM	Grow SOM Geographic Expansion
<b>RAZORS &amp; BLADES</b>	GROOMEN	+150 MM	Grow SOM Geographic Expansion
OTHERS		+1,800 MM	
	+\$10,000	MM	





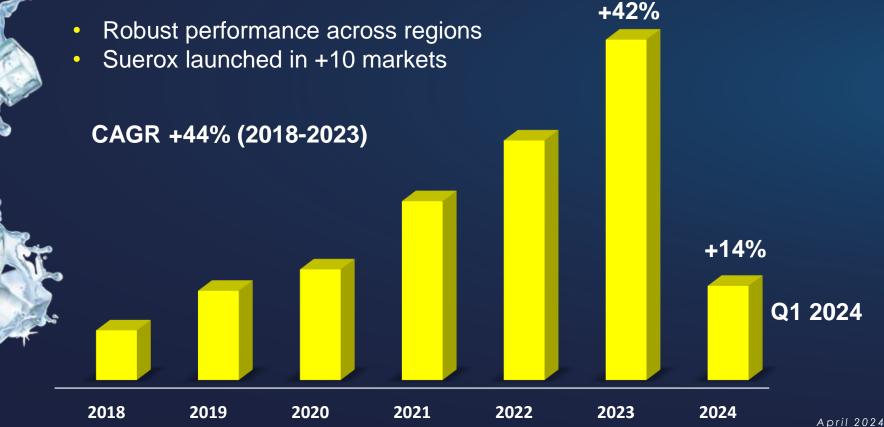
## 1.9 Bn USD 4.6%

Category Size:

SOM:

Leads the world hydration trend 8 ions, no sugar, no calories

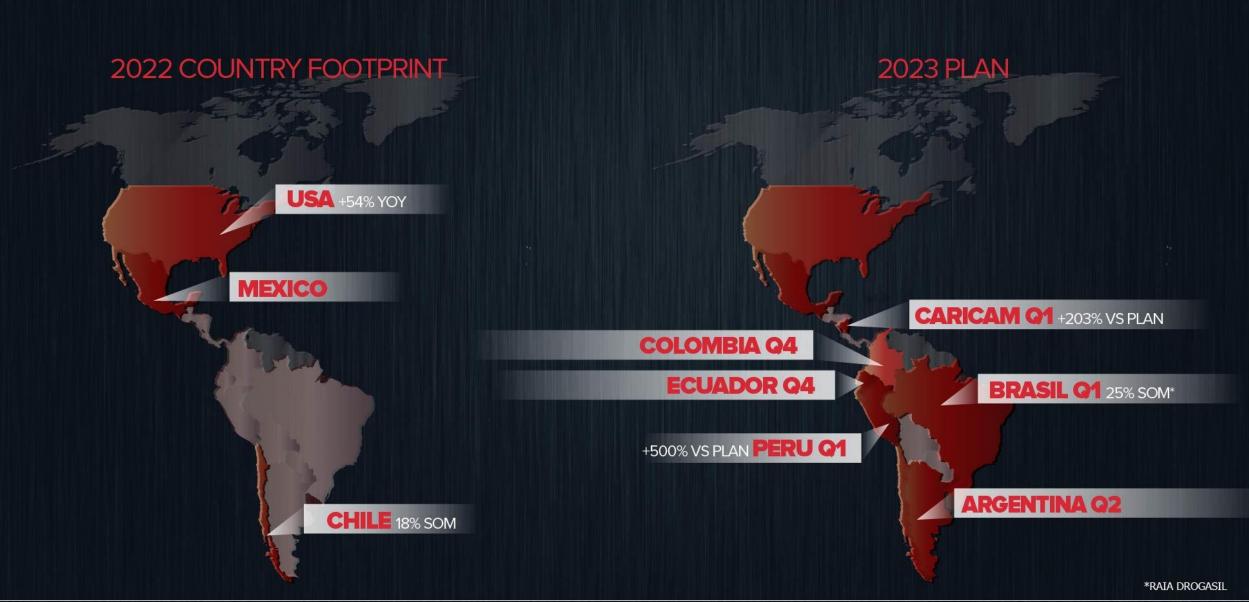
#### **KEY HIGHLIGHTS:**



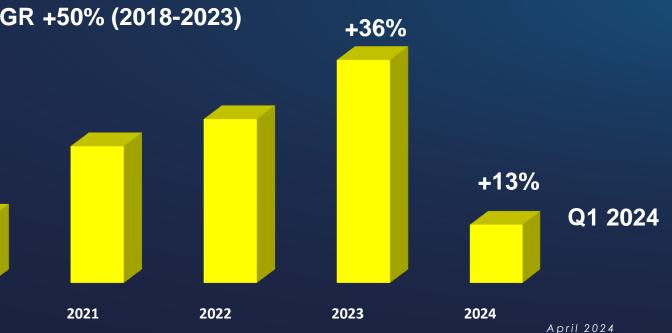
## **SUEROX Chile** TOTAL SHARE ISOTONIC BEVERAGES















# Analgesics

Category Size:

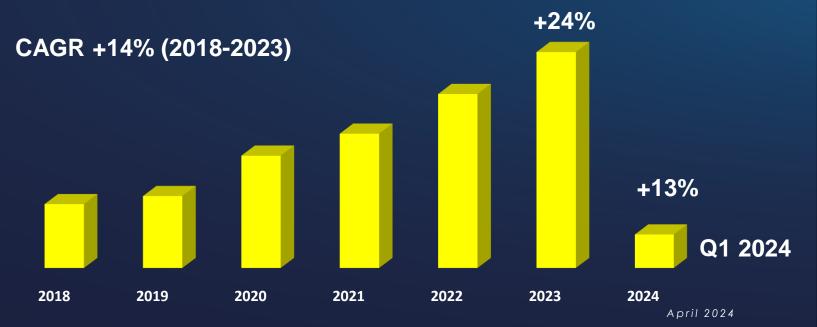
#### SOM:

### 2.4 Bn USD 7.6%

Tafirol (Arg) #1 OTC brand Alliviax (Mx) #3 Analgesics brand XRay (Col) #3 Analgesics brand

#### **KEY HIGHLIGHTS:**

- Strong growth across the board
- XRay +11.8%
- Bioelectro +34.1%
- Alliviax +3.3%







## XRay (Col.) #3 Analgesic Brand

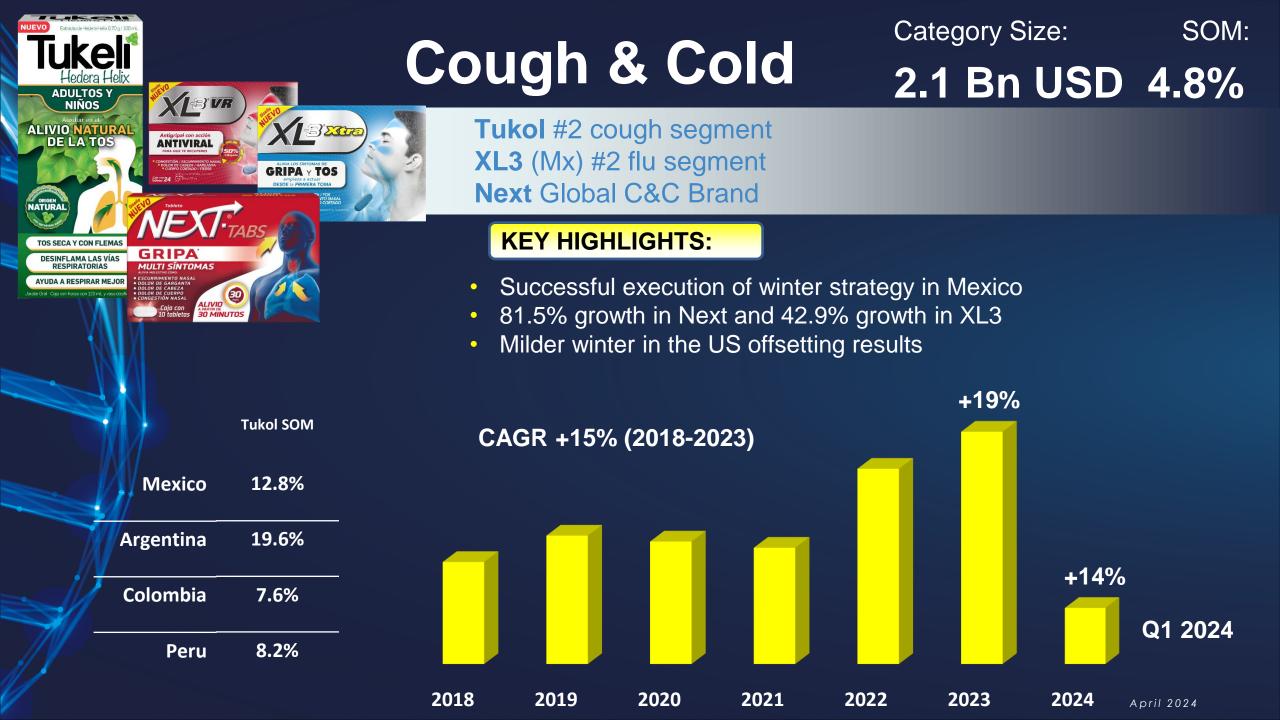
SOM Evolution



# **Analgesics** Megabrand









# Gastro

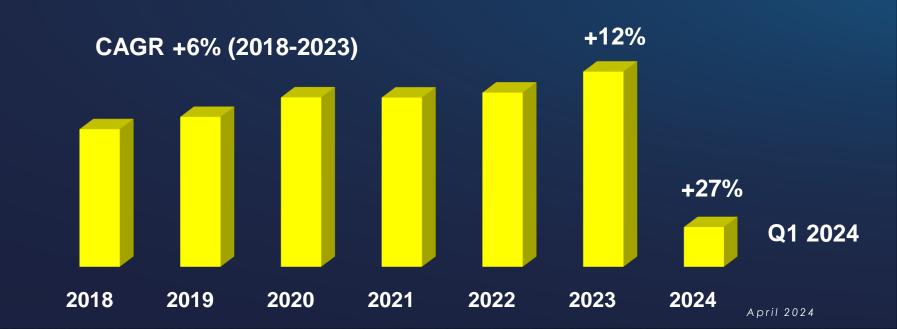
Category Size: SOM:

### 1.7 Bn USD 3.4%

Nikzon hemorroid leader in Latam QG5 #3 in pain & bloating segment

#### **KEY HIGHLIGHTS:**

- Strong growth across the board driven by new image
- Nikzon +30.3%
- QG5 20.9%
- Genoprazol +23.4%





PARA...

A COLITIS

Caja con 90 tabletas



# Derma OTC

Category Size:

#### SOM:

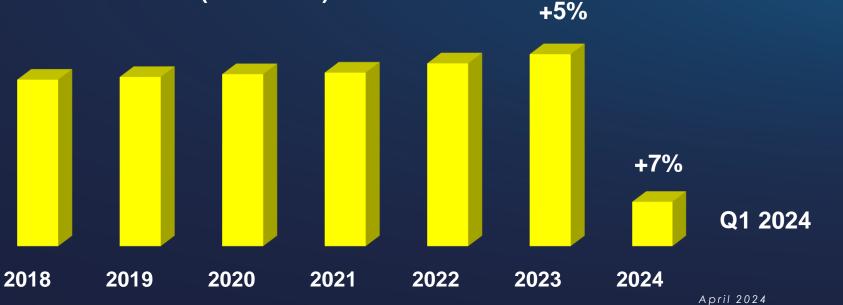
### 0.3 Bn USD 25.2%

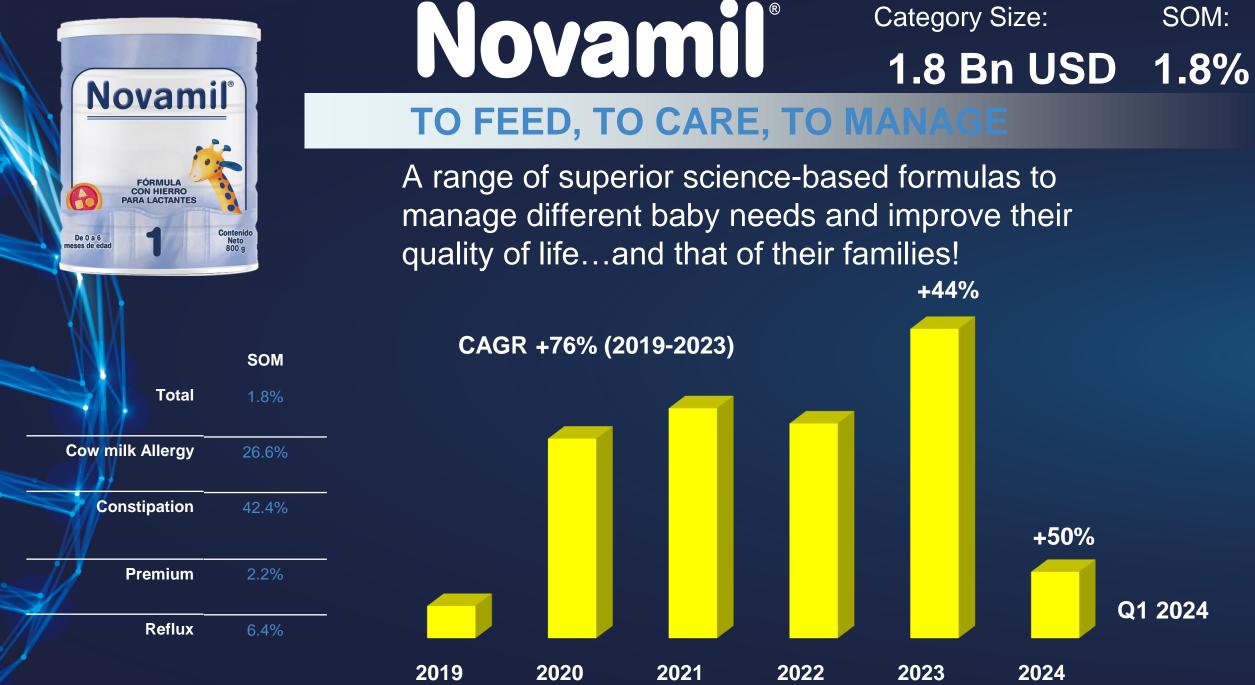
Silka + Unesia #1 (Latam) footcare OTC Lomecan #1 (Arg) and #2 (Mx)

#### **KEY HIGHLIGHTS:**

- Category relaunch in Mexico with new packaging design
- Renewed TV campaign + robust in-store execution

#### CAGR +0.2% (2018-2023)





April 2024

# **Skin Care**

Category Size:

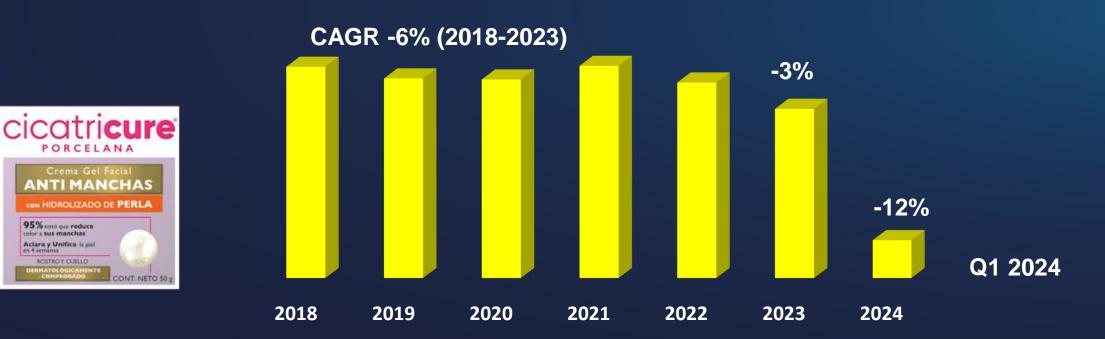
#### SOM:

#### 2.7 Bn USD 5.7%

## **Genomma Lab #1 Category**

#### **KEY HIGHLIGHTS:**

- +8.2% growth in Teatrical •
- Continued challenges in Cicatricure and Asepxia •



NUEVA

Poxia

sepxia

EFECTO PURIFICANTE

> Remueve toxinas e impurezas

> Disminuye y ayuda a prevenir imperfec

> Disminuye la grasa y brillo

DESDE LA SEMANA

Crema Gel Facial

95% noto que reduce color a sus manchas Aclara y Unifica la piel

ROSTROY CUELLO

MIXTA CON IMPERFECCIONES

OHA CONCENTRACIÓN DE ÁCIDO SALICÍLI

# + 1.8 Bn Productivity Building Blocks

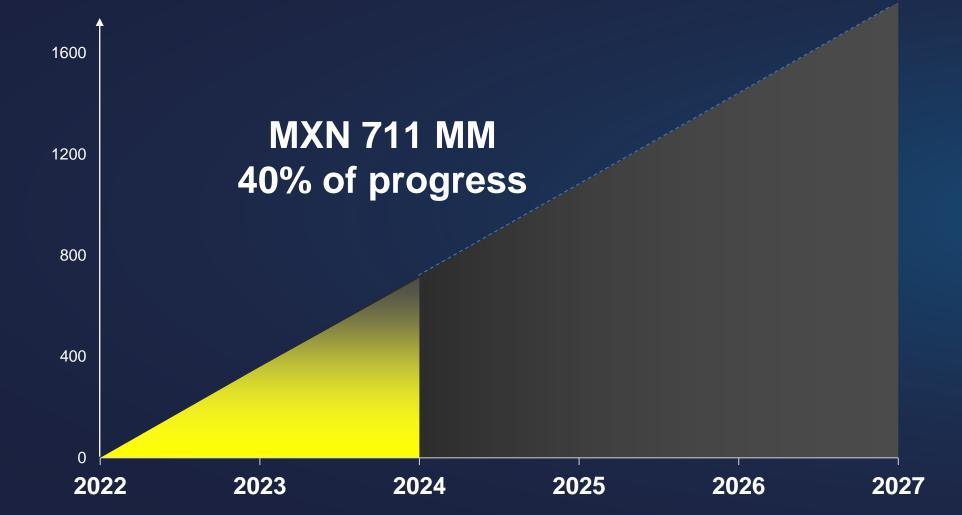
#### OPTIMIZATION AREAS

MANUFACTURING PLANT	MXN 600 mm	-San Cayetano	
VERTICAL INTEGRATION	MXN 100 mm	-Vertical integration	
PRODUCT COST	MXN 300 mm	-Packaging reengineering -Formula reengineering -Scale negotiations	
SGM&A	MXN 400 mm	-Advertising & Marketing expenses -Headcount -Administrative expenses	
GTM EXPENSES	MXN 400 mm	-Gross to net -Product mix -Customer tailing -Instore as media	

+MXN 1,800 MM

# Gross Annual Productivity

#### **MXN 1.8 Bn**



# Productivity Examples GO-TO-MARKET MXN 207 MM IN 2023

Effective Price & Promotions Returns and Cost to serve efficiencies





OD

1770



SUERO SUER

# Productivity Examples Surrow REDESIGN

#### **KEY INITIATIVES:**

- CAPS: New supplier development, cap redesign based on preform specs, improving line production efficiencies and cost reduction
- SLEEVES: Volume leverage and cost reduction based on cost structure
- PREFORM: Re-negotiation based on cost structure and weight optimization from 30 grs to 26.5 grs.

INITIATIVES	SAVINGS	
CAPS	\$ 7.9 MM	
SLEEVES	\$ 10.8 MM	
PREFORM	\$ 81.2 MM	





## MXN 93 MM SAVINGS

#### Implemented productivity actions in Vanart

- Packaging reengineering
- Formula reengineering
- Vertical integration of the bottle production process
- Packaging & Raw Materials re-negotiations









# Productivity Examples NEW SUEROX LINE

+ 96 MM bottles/year 63 MM ANNUAL SAVINGS

0

# **Productivity Examples** LOGISTIC DISCOUNT - SLOG

Minimum order policy & centralized delivery

**45 MM ANNUAL SAVINGS** 

#### **Productivity Examples** CARTON FOLDING STANDARIZATION PROJECT From 23 supplier to 2 suppliers = MXN 25 MM From 72 SKUs to 12 SKUs SILKA MEDIC NESI NEXT SILKA cicatri**cure** Ased> DE LA TOS Clotrimazol 2% 95-Genoprazo ITI MANCHAS LINESP PARA PARA LA COLITIS GASTRIT ALIVIA Y PREVIENI TOS SECA Y CON FLE DESINFLAMA LAS RESPIRATORIA AYUDA A RESPIRAR ME.IO

# **Productivity Examples** LABEL COST OPTIMIZATION PROJECT From 16 supplier to 2 supplier

## TOTAL SAVINGS MXN 22MM





## **MXN 12MM SAVINGS**





#### **International Logistics Bidding:**

**Including Freight & Forwarding** 

9 Different participants

**3 Forwarders Selected** 

> 10 Ocean Routes quoted

## MXN 11MM SAVINGS



#### **Aluminum Foil Optimization:**

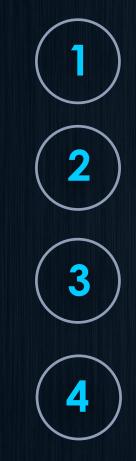
Ink reduction and standardization
 Bidding process executed

MXN 10MM SAVINGS





## Content



## Who We Are: Our Footprint

### 4-year Profit & Growth Strategy

### **Unleashing Shareholder Value**

**Financial Review** 







# Q1 2024 OVERALL RESULTS

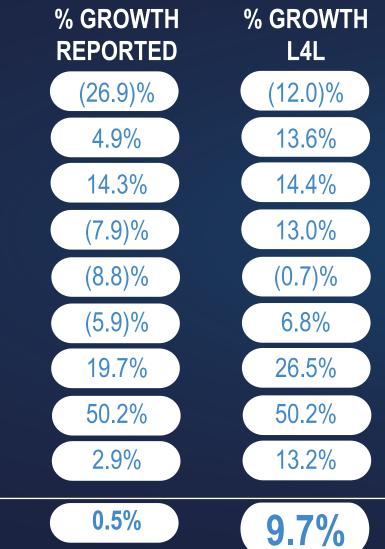


# **EBITDA Margin Evolution**

Quarter	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024
EBITDA MARGIN	20.8%	21.1%	21.3%	20.8%	22.3%

# Q1 2024 OVERALL RESULTS

**CORE CATEGORIES** SKIN CARE COUGH & COLD **ISOTONIC BEVERAGES** ANALGESICS HAIR CARE DERMA OTC GASTRO INFANT NUTRITION **RAZORS & BLADES** TOTAL



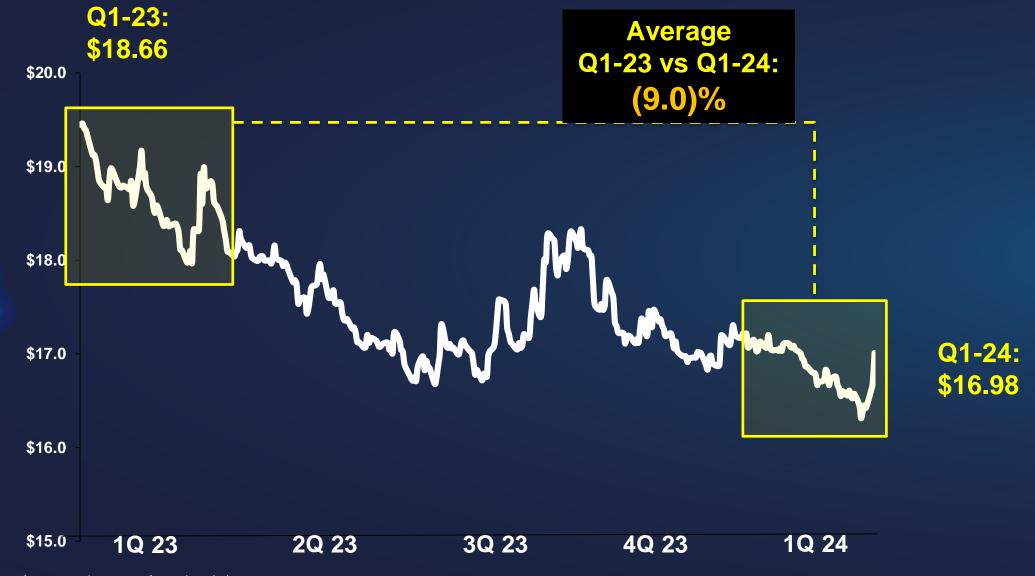
## Mexico **Q1** 2024

#### Net Revenues + 15 %

#### • EBITDA margin 22.8%

+460 bps

### Exchange Rate: MXN / USD



Average exchange rate for each period. Source: Banxico.



#### Net Revenues: 0.5% in USD (10.7)% in MXN

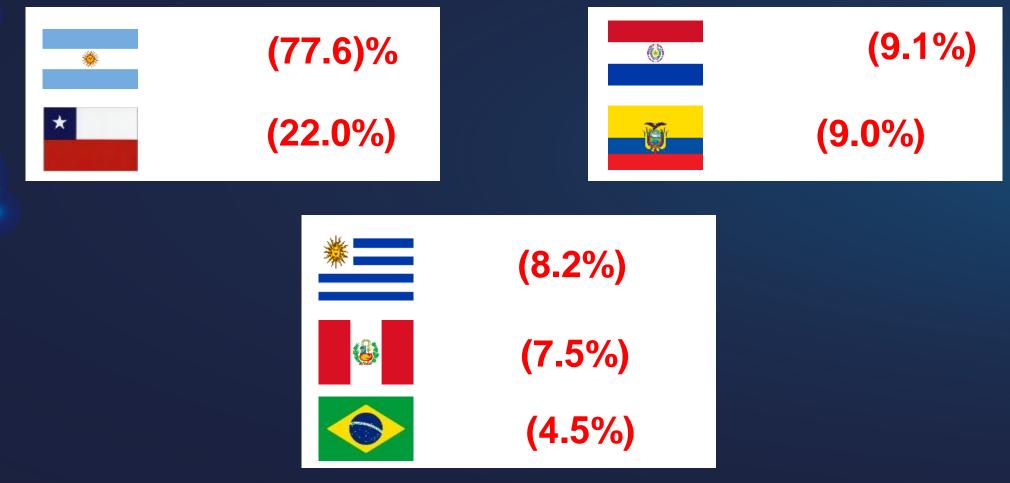
#### • EBITDA margin: 14.1%

#### +500 bps

April 2024

# LatAm FX Depreciation

#### Local Currency vs MXN\*



## LATAM w/o Argentina Q1 2024



- Net Revenues Ps 1.25 billion
- EBITDA Ps. 420.9 million
- EBITDA margin 23.7%

### Cash Conversion Cycle

	Q1 2024	Q1 2023	Δ
Receivable days Inventory days Payable days	100 113 110	94 124 113	6 -11 -3
Cash Conversion Cycle	103	106	-3

Days of Accounts Receivable (DSO)			
	Q1 2023	Q4 2023	Q1 2024
Mexico Lat Am U.S.	123 77 51	89 101 53	99 95 60
Consolidated	94	83	94

### Short Term Debt in Capital Markets:

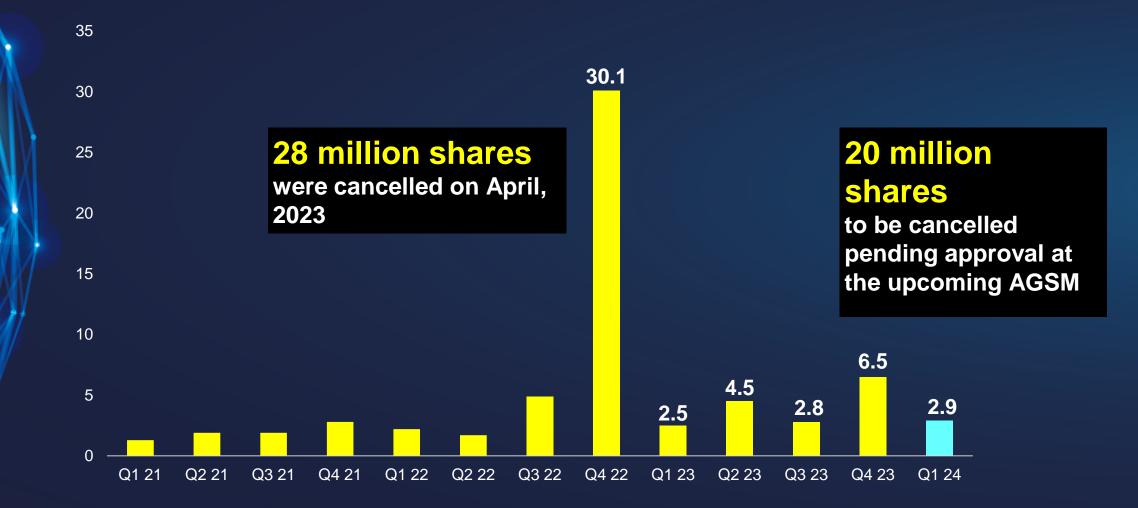
Monto de Emisión	\$125 millones	\$25 Millones	\$115 Millones	\$185 millones
Calificación	"F1+(mex)" por Fitch Ratings y "HR+1" por HR Ratings			
Clave	LAB 00224	LAB 00324	LAB 00424	LAB 00524
Plazo	168 días	364 días	77 días	168 días
Sobretasa TIIE 28	0.12%	0.15%	0.12%	0.14%
Fecha de Vencimiento	22 de agosto de 2024	06 de marzo de 2025	27 de junio de 2024	26 de septiembre de 2024

## **Financial Leverage**

(Millions of MXN)

# Net Debt / EBITDA of 1.4x Long-term debt 66.1% of total

#### LABB Share buyback Million shares



#### **Cash Dividend Payments**

# 200 million on March 25<sup>th</sup> 7<sup>th</sup> Dividend Payment

 The Company aims to continue paying dividends on a <u>Quarterly basis</u>

#### Anexes





## Economies Of Scale And Scope Driving Higher Gross Margins

#### Opportunity areas

Outsourcing

#### Raw Materials and Packaging

Buying finished products Fragmented raw material procurement

#### Producing

Direct control in all COGS components

Economies of scale



Low scale, labor intensive processes

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

Vertically integrated Supply Chain Network



High setup times for changeovers

Highly efficient and flexible processes



## Economies Of Scale And Scope Driving Higher Gross Margins

Or	oportunity areas	Outsourcing	Producing
Int	Suppliers	Higher COGS due to co-packers profit margin	Eliminate co- packers profit margin
	Logistics	Suppliers scattered throughout the country	Integration of suppliers to industrial park
	Inefficient inbound and outbound truck- based logistics	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



## OTC Market Share By Country

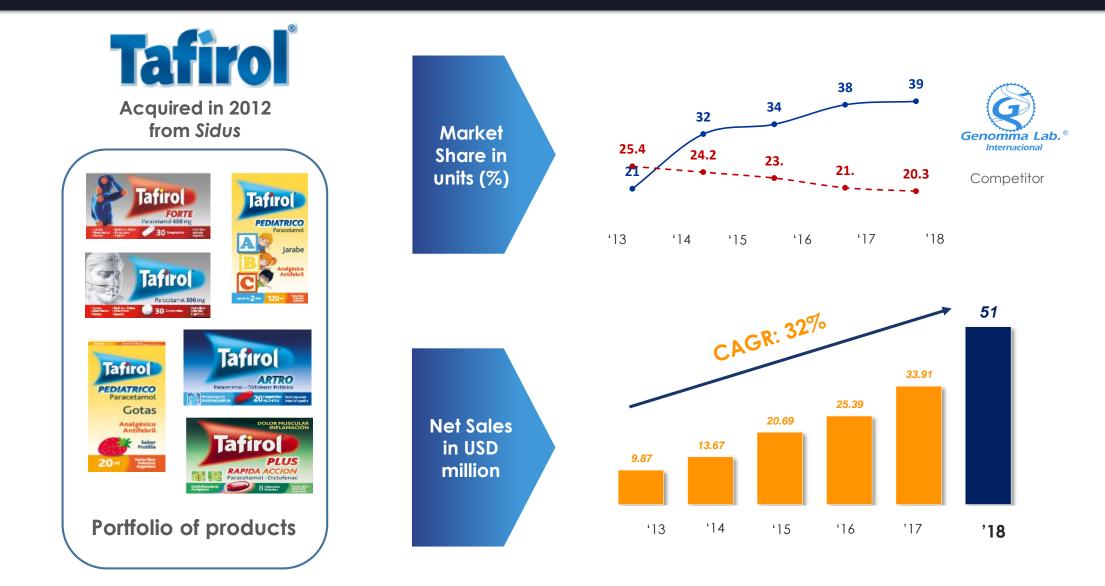


Source: IMS Health. Ranking for the Latin American OTC market as of the end of 2020 (1) Central America: Costa Rica, El Salvador, Guatemala, Honduras, and Nicaragua.

in Argentina



## Profitability Through COGs Reduction



Source: Cid Latina – N02B + M01A..



## Industrial Complex- EDGE Certification



# GENOMMA LAB ACHIEVES WORLD BANK / IFC's EDGE CERTIFICATION

#### EDGE ISA GREEN BUILDING STANDARD AND A GLOBAL CERTIFICATION SYSTEM

FIRST PHAR MACEUTICAL PLANT IN THE WESTERN HEMISPHERE TO MEET STANDARDS



## Industrial Complex– EDGE Certification

#### Plant design enables:



#### **PERSONAL CARE PLANT SAVINGS:**

- 31% in energy
- 41% in embodied energy

- **52% in water**
- 87 tons of CO2



#### **PHARMA PLANT SAVINGS:**

- 45% in energy
- 42% in embodied energy

- 37% in water
- 33 tons of CO2



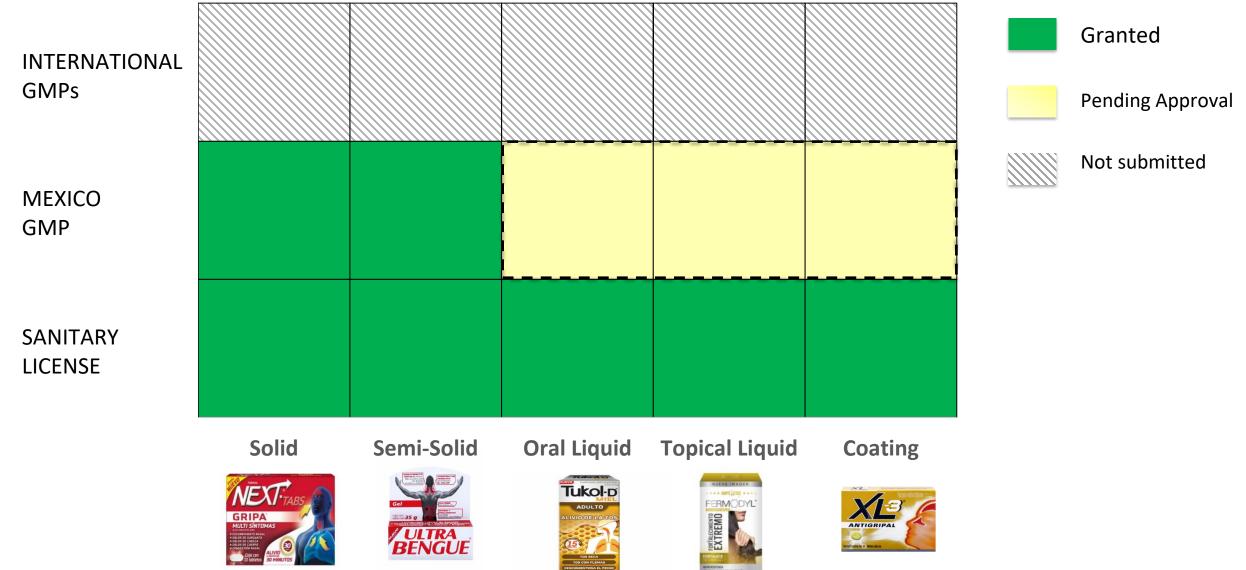
#### **DISTRIBUTION CENTER SAVINGS:**

- 26% in energy
- 38% in embodied energy

- 54% in water
- 227 tons of CO2



## OTC Manufacturing Plant Permits Update





#### IFC and Genomma Lab Multi-currency Long-term Loan

 IFC's first multi-currency investment in the pharmaceutical industry anywhere in the world



Creating Markets, Creating Opportunities

**US\$60 million loan:** 

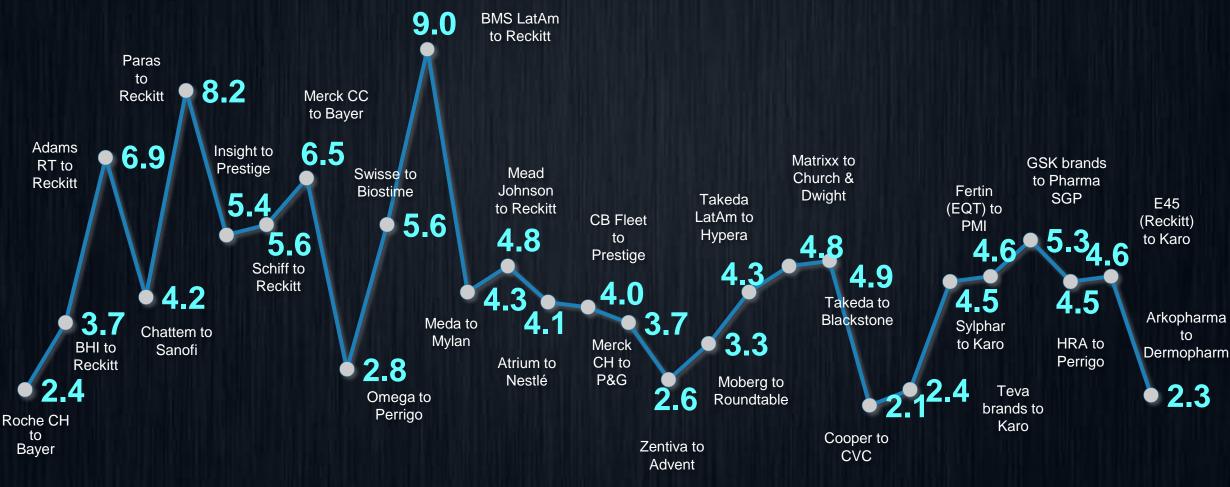
- CHILEAN PESOS
- PERUVIAN SOLES
- US DOLLARS
- MEXICAN PESOS
- COLOMBIAN PESOS



## Enhancing our Megabrand potential Example of Analgesics category



#### M&A Transactions in Consumer Health Categories EV / Sales Multiple



#### **Source: Nicholas Hall**

#### **OTC Pharma EV / LTM EBITDA** Transaction Multiples Average 16.3 x



Source: Credit Suisse

### Dynamism in M&A Pharma



#### **PERSONAL CARE** Price/Sales Transaction Multiples



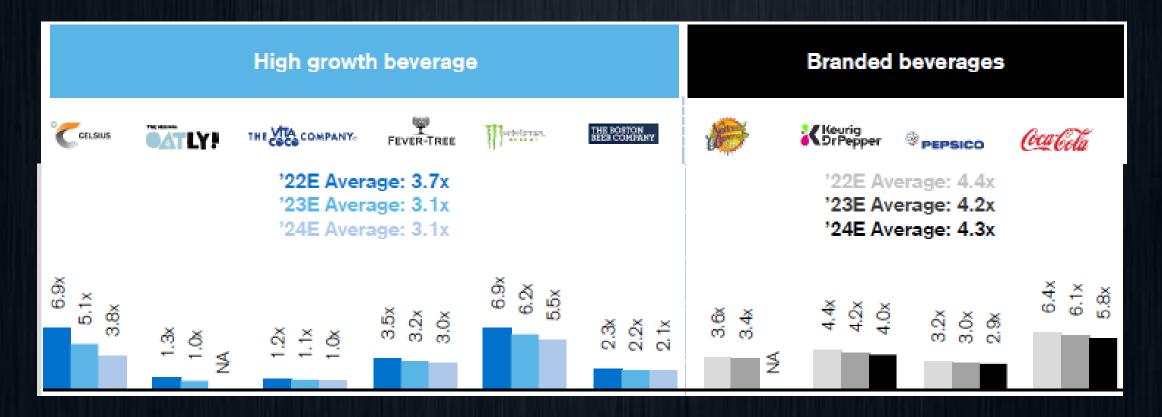
Source: Credit Suisse

#### **SKIN CARE** Price/Sales Transaction Multiples



## Comparables in the **Beverage** Industry

#### **BEVERAGES** EV/Sales Transaction Multiple



#### M&A Dynamism in the Beverage Industry Focused on high growth / high margin brands

Acquiror	Target
Coca:Cola	BODYARMOR
(JBS)	<b>Me</b> s
	FOLLOW YOUR HEART
PEPSICO	ROCKSTER.
🔮 Upfield	Violife
Keurig DrPepper-	çore
PEPSICO	soda <b>stream</b>

Acquiror	Target
	DR PEPPER
<b>P</b> Otsuka	daiya
DR PEPPER	baì
PEPSICO	KEVITA
	WhiteWave
CocarCola	Melsuss
Coca Cola	vitaminwater.

Acquiror	Target
BEPSICO	CELSIUS
SCIENCE	Líquíd Death
	J U S T
TPG	LIVEKINDLY
l/erlinvest	hınt
Blackstone	
MIRAE ASSET	<b>IMPOSSIBLE</b>



## **Genomma Brands Estimated Value**

PS. BILLION	NET SALES	CATEG	ORIES ESTIMA	TED VALUE
	2022	3X	4X	5X
SKIN CARE	3.7	11.0	14.7	18.3
ANALGESICS	2.9	8.8	11.8	14.7
COUGH & COLD	2.0	6.0	8.0	10.0
HAIR CARE	1.8	5.5	7.3	9.2
ISOTONIC BEVERAGES	1.6	4.9	6.5	8.2
GASTO	1.0	2.9	3.9	4.9
RAZORS & BLADES	0.1	0.3	0.5	0.6
OTHERS	3.7			
TOTAL (13	3.2) <b>16.9</b>	<mark>39.5</mark>	52.7	65.9