

#### HECHO RELEVANTE AB-BIOTICS, S.A.

#### 31 de mayo de 2016

De conformidad con lo dispuesto en la Circular 7/2016 del Mercado Alternativo Bursátil, por medio de la presente se pone a disposición del mercado la siguiente información relativa a AB-BIOTICS, S.A.:

Con motivo de la participación de la Compañía en el 12º Foro Medcap de empresas de mediana capitalización, organizado por Bolsas y Mercados Españoles, se adjunta la presentación corporativa que será utilizada en dicho foro que se celebrará los días 31 de mayo y 1 de junio de 2016.

En Barcelona, 31 de mayo de 2016	
AB-BIOTICS, S.A.	
Sergi Audivert Brugué	Miquel Àngel Bonachera Sierra

#### **AB Biotics**

#### **Presentation to investors**



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1. AB Biotics at a glance

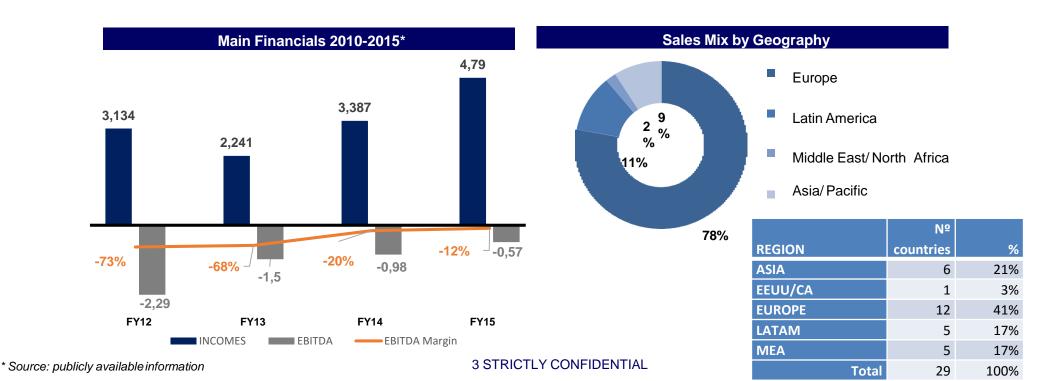




#### **Company Summary**

AB Biotics at a glance

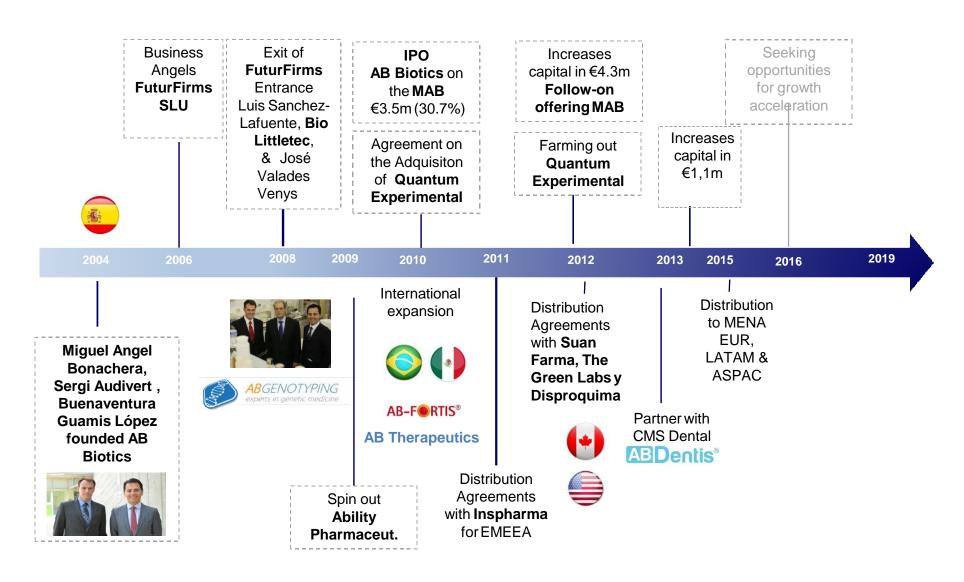
- AB Biotics is a publicly-traded, Spanish biotechnology firm, founded in 2004 after the spin-off of a group of researchers from the University of Barcelona. The group operates two laboratories, in Girona and Barcelona, with 30 professionals.
- The company has successfully grown and developed into two main business units:
  - **Genotyping :** Focuses on the development of genetic analysis to provide physicians with more information on the most effective treatment, most appropriate dose for each patient and less likely to trigger side effects (personalized medicine treatments).
  - Functional Ingredients: Develops mainly pro-biotics for the pharmaceutical and food industry. These are useful functional ingredients for prevention and treatment of a wide range of illnesses, from cardiovascular, to infantile colic, among others
- Management has considered strategic opportunities including licensing and expanding its business internationally. This expansion is now materializing.
- In 2015, AB Biotics group generated revenues of € 4,79M, with the capability of absorbing greater overheads each year, and reaching ca.
   EBITDA breakeven in 2015:



#### **Group history and prospects**

AB Biotics at a glance

#### AB Biotics was co-founded by Miguel Angel Bonachera and SergiAudivert



#### The Company in 2016

AB BIOTICS at a glance



#### **KEY FIGURES**

Patents filed	174*
Products to Market	12
R&D Exp. As % of Rev	>30%
Employees (FTE)	31
PhD Scientists (FTE)	21
Business Development team (FTE)	7
International Presence	29 markets

<sup>\*</sup>as per March 2016

#### **HUMAN RESOURCES**

YEAR	TOTAL EMPLOYEES	WOMEN	MEN
2014	32	18	14
2015	28	15	13
2016	30	17	13

#### **LOCATIONS**



#### **GIRONA:**

Office and laboratory at Science Park of Universitat de Girona. Authorized genetic laboratory provided by the most advanced genotyping technology, capable of processing more than 20,000 samples/yr.



#### **ESADE Creapolis:**

Office. Located at the prestigious Business and Law School ESADE it is the first International Innovation Center "Open & Cross Innovation" 20,000 m2 building which houses 60 innovative companies, start-up and creative labs.

#### Management team

AB Biotics at a glance

# Management team is lead by a mix of full-experienced people and entrepreneurial team. A guarantee of success in a highly competitive market

# Luis Sánchez-Lafuente President

Mr. Sanchez-Lafuente is an industrial engineer and MBA from ESADE. Chairman of the Board of Directors and partner of AB-Biotics. He has developed his career as CEO in Laboratories Gelos, SL and Farmagelos, SL. Furthermore, he is now CEO in Biolittletec and Sandur 2004 SL, and also laboratory unit manager of Neusc, SA and Director of Sevibe Cells, SL.

Carlos de Lecea Managing Director



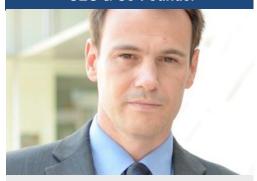
Carlos de Lecea, Md PhD
His career spans over 25 years at every
level of the biopharmaceutical industry.
He led many key top level executive
initiatives and presided over numerous
commercial product launches across a
spectrum of therapeutic areas including
orphan drugs; hospital products; Rx
products in the CNS, cardiovascular,
gastro and derma fields; OTCs; medical
devices and diagnostics

Miquel Àngel Bonachera
CEO & Co-Founder



Mr. Bonachera holds a degree in biochemistry from the Autonomous University of Barcelona and an MBA from ESADE Business School, focusing in finance. Miquel is cofounder, shareholder, and CEO of AB-Biotics. He previously developed his career in the U.S. as a Researcher at the Vanderbilt Microarray Shared Resource at Vanderbilt University.

#### Sergi Audivert CEO & Co-Founder



Mr. Audivert holds a degree in Science and Food Technology from the Autonomous University of Barcelona, a degree in Human Nutrition and Dietetics from the University of Barcelona and an MBA from ESADE Business School. Sergi is co-founder, shareholder, and CEO of AB-Biotics. Prior to this he developed his career working as Scientific Manager at NOVARTIS Medical Nutrition.

#### **Board composition**

AB Biotics at a glance

Leading with the utmost integrity and ensuring the company's ongoing compliance in all areas of business are of paramount importance at AB-Biotics.

Our diverse and experienced Board of Directors provides ongoing counsel and oversight while ensuring the company adds and value in the best interest of its shareholders.



#### Luis Sánchez-Lafuente - President

Mr. Sanchez-Lafuente is an industrial engineer and MBA from ESADE. Chairman of the Board of Directors and partner of AB-Biotics. He has developed his career as CEO in Laboratories Gelos, SL and Farmagelos, SL. Furthermore, he is now CEO in Biolittletec and Sandur 2004 SL, and also laboratory unit manager of Neusc, SA and Director of Sevibe Cells, SL.



#### José Manuel Valadés Venys - Secretary

Mr. Valadés is Secretary of the Board of Directors of AB-Biotics, and holds a law degree. He has extensive experience as a member of the company Mirabaud. Today he is a partner of law firm Lizarbe, López-Sánchez & Valadés Lawyers Association and currently a member of the Alliant Board of Sevibe Cells, SL.



#### Miquel Angel Bonachera - CEO & Co-Founder

Mr. Bonachera holds a degree in biochemistry from the Autonomous University of Barcelona and an MBA from ESADE Business School, focusing in finance. Miquel is co-founder, shareholder, and CEO of AB-Biotics. He previously developed his career in the U.S. as a Researcher at the Vanderbilt Microarray Shared Resource at Vanderbilt University.



#### Sergi Audivert – CEO & Co-Founder

Mr. Audivert holds a degree in Science and Food Technology from the Autonomous University of Barcelona, a degree in Human Nutrition and Dietetics from the University of Barcelona and an MBA from ESADE Business School. Sergi is cofounder, shareholder, and CEO of AB-Biotics. Prior to this he developed his career working as Scientific Manager at Medical Novartis.

#### **Board composition**

AB Biotics at a glance





#### **Carlos Trias**

With a degree in Economics from the University of Barcelona, Carlos began his career at Banco Garriga Nogues. Between 1984 and 1999 he was CEO and then chairman of Laboratory IFES (later Astra IFES and Astra Spain), a period in which sales of the company increased from 400 million to 22,000 million pesetas, multiplying by six the number of employees. After, he took office as Company President in the firm, which became known as AstraZeneca Spain. Since 2006 he has run his own business as Teconcom.



#### Rui Simoes da Silva

Rui has developed an international pharmaceuticals career for the last 17 years with GlaxoSmithKline. Rising through GSK, he has held numerous area general manager positions, including Latin America, Spain and Portugal, Central America, and Central and Eastern Europe. He currently holds the position of Vice President for Corporate Development at the headquarters of GSK in London.



#### **Emilio Gómez**

Industrial engineer and MBA, has developed most of his career in managerial positions as Investment analyst, head of investment groups both private and public. Currently he leads Capital MAB at the Catalan Institute of Finance, a public institution devoted to provide financing alternatives to entrepreneurial initiatives. Previously, he was partner at Highrowth Partners and Barcelona Ventures and was member of the academic staff at University of Barcelona and University Pompeu Fabra where he teached MBA students.



#### Raúl Masclans

Raul has a Business Degree and MBA from ESADE. He began his career in EY within the Transaction Support Department advising corporate and private equity clients in acquisition, sale and debt restructuring transactions during more than 8 years. Since then he has work for a family office where he is responsible for the investment department.



#### **Miquel Tey**

Experienced entrepreneur and business professional with more than 50 years of experience emphasizing management, sales, marketing, corporate development and international expansion mainly in the lighting and electronic industries. President and CEO of LUXIONA, S.L., METALARTE, S:A. INFEMA S.A., among others. Member of the Board of several organizations such as Fundación ECOLUM, BEABLOO, iSi, etc. Founder of AFME and ANFALUM, manufacturers associations in the lighting industry.

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#### **Technology platform**

AB Biotics at a glance







- *In company R&D* for development of functional ingredients, mainly *probiotics* for application in the pharmaceutical industry.
- Best-in-class probiotic solutions in the market for a variety of therapeuctic areas.
- More than 40 concepts under development.

- Personalized medicine and pharmacogenetics.
- Team of 16 FTE (within 7 Ph.D.) dedicated to the de-velopment of pharmacogenetic tools.
- Our own laboratory ISO 9001 certified with capacity for 20.000 analysis per year







# **Research & development**

- Hit Screening.

- In Vitro Models.
- Animal Studies.
- Industrial Scale-Up.
- Clinical Studies.

Viable products Me-better specialities Proof of concept Regulatory documentation Licensing information package

#### **Intellectual property**

- Freedom to opérate
- Non infringement
- Lex artis
- Justification for novelty
- Broad claim
- Validation of innovative charachteristics

- Patents granted in most valuable markets
- Composition of matter IP Blend of strains IP Formulation IP IP for specific uses IT algorythms Biomarkers IP

- Licensing & Business support
  - Coordination of appointments and process definition to receive LOIs
- Review and coordination of further information and market analysis
- Deal negotiation

- Regional or worldwide agreements for specific products in specific fields and through specific distribution channels
- Regular business support in obtaining regulatory approval, market Access, product introduction and product improvement
- Collection of revenues. milestones and royalties

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1. AB BIOTICS at a glance

2. Facts and figures





#### **Business model –reorganization – source of income**

**Facts and figures** 

- AB Biotics run since its inception three businesses: internal research in functional ingredients, internal research
  in genotyping tool and offer of R&D services to third parties. Internal research was by definition cash consuming.
  RS&D services were profitable but non recurrent.
- In 2014 AB Biotics changed its organization to prepare it for the license and commercialization of its assets developed internally. As a result the source of income are based in sales of products which are recurrent and growing. External R&D collaborations are focused in products requested by third parties which will be afterwards supplied also by AB BIOTICS, thus constituting a new stable source of income.

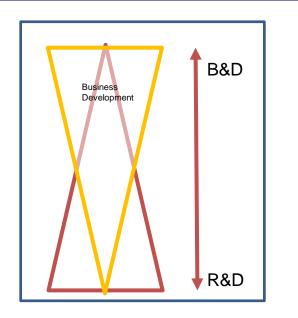
#### **INCOME BY BUSINESS UNIT**

Year	Source of income (IF/GT/Cols.)
2012	10/10/80
2013	20/20/60
2014	40/25/35
2015	70/17/13

IF: Functional Ingredients

GT: Genotyping Cols.: Services R&D

#### Organizational change





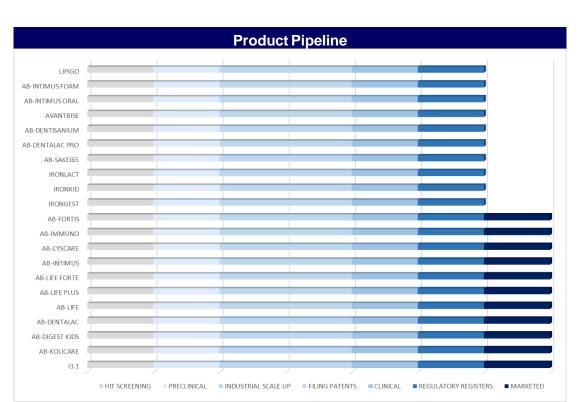
#### **Business model –reorganization – source of income**

**Facts and figures** 

- After investing in the development of a large bank of more than 550 strains of bacteria, AB Biotics has developed a
  product pipeline with innovative and patentable potential.
- Initial lead products in each category have been converted into product lines with three or more specialties per line, thus offering broader market opportunities, and life cycle management tools for partners. The cost associated with three development of these new products is marginal as the IP was already guaranteed by the flagship product.
- AB Biotics has continued to increase its international presence. As of 2015, the company makes the marketing of its
  products in 29 countries. Some of them already generate recurring revenues. In other countries the company is preparing
  licenses and registering products.

International	bresence b	v Region
		,

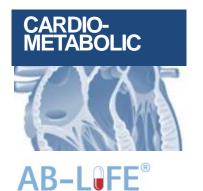
REGIÓN	Nº countries	%
ASIA	6	21%
EEUU/CA	1	3%
EUROPE	12	41%
LATAM	5	17%
MEA	5	17%
Total	29	100%





#### **Product portfolio FUNCTIONAL INGREDIENTS**

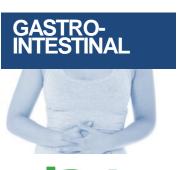
**Facts and figures** 







**AB** - Kolicare



Gastrointestinal well-being



AB:Dentalac®

Avantbise®

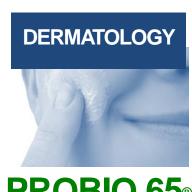




AB-CYSTITIS















#### **Product portfolio GENOTYPING**

**Facts and figures** 

**Psychiatry** 



**DEVELOPMENT** 

**MARKETED** 

**Gynaecology (fertility)** 



**DEVELOPMENT** 

**MARKETED** 

**Urology (Prostate cancer)** 





DEVELOPMENT

**MARKETED** 

Pain management (Analgesia)

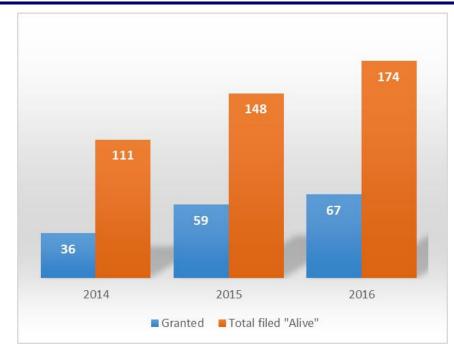


**DEVELOPMENT** 



#### **Patents** (Genotyping and Functional Ingredients)

Facts and figures



	2014				2015			2016				
	Granted	Pending	Total filed	Withdrawn	Granted	Pending	Total filed	Withdrawn	Granted	Pending	Total filed	Withdrawn
Own product	36	51	87	6	45	40	85	10	49	35	84	11
Partnership	0	20	20	0	0	20	20	0	2	46	48	0
Licensing in	0	4	4	0	14	29	43	0	16	26	42	0
Totals	36	75	111	6	59	89	148	10	67	107	174	11
Others	15	2	17	1	15	2	17	1	15	2	17	1
Total todo	51	77	128	7	74	91	165	11	82	109	191	12



# Agreements signed: license, distribution, marketing Facts and figures

YEAR	NUMBER NEW AGREEMENTS
2010	1
2011	2
2012	5
2013	7
2014	29
2015	27
Total	71



#### Agreements signed: license, distribution, marketing

**Facts and figures** 





R&D for development of functional ingredients, mainly **probiotics** for application in **functional foo**ds and **food supplements**.

Division dedicated to the development of **advanced genetic tools for pharmacogenetics**. The company has appropriate human and technical resources for conducting genetic analysis.



#### Regulatory submissions & marketing authorizations

**Facts and figures** 

#### **NEUROFARMAGEN MARKETING AUTHORIZATION PROGRESS**

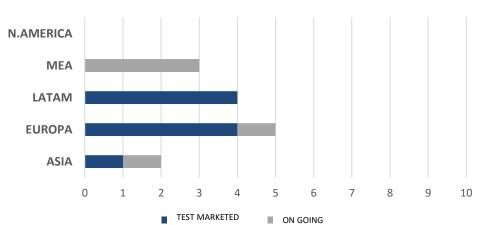
#### 12/08/2015

	TEST MARKETED	ON GOING	TOTAL
ASIA	1	1	2
EUROPE	4	1	5
LATAM	4		4
MEA		3	3
N. AMERICA			
TOTAL	9	5	14

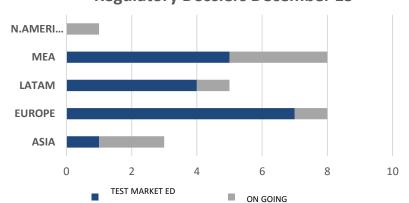
#### 10/12/2015

	TEST MARKETED	ON GOING	TOTAL
ASIA	1	2	3
EUROPE	7	1	8
LATAM	4	1	5
MEA	5	3	8
N. AMERICA		1	1
TOTAL	17	8	25

#### **Regulatory Dossiers August 15**



#### **Regulatory Dossiers December 15**





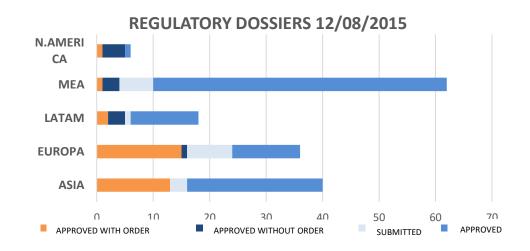
#### Regulatory submissions & marketing authorizations

**Facts and figures** 

#### FUNCTIONAL INGREDIENTS REGULATORY SUBMISSIONS AND APPROVAL PROGRESS

#### 12/08/2015

	APPROVED WITH ORDER	APPROVED WITHOUT ORDER	SUBMITTED	ON GOING	TOTAL
ASIA	13		3	24	40
EUROPE	15	1	8	12	36
LATAM	12	3	1	12	28
MEA	1	3	6	52	62
N. AMERICA	1	4		1	6
TOTAL	42	11	18	101	172



#### 10/12/2015

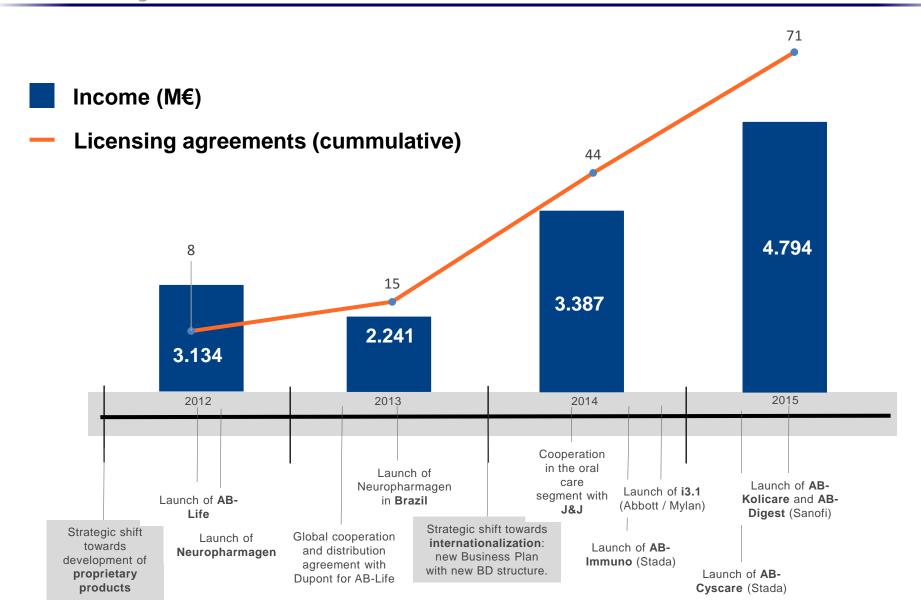
	APPROVED WITH ORDER	APPROVED WITHOUT ORDER	SUBMITTED	ON GOING	TOTAL
ASIA	13		10	27	50
EUROPE	20		8	11	39
LATAM	5		2	23	30
MEA	1	1	15	47	64
N. AMERICA	1	4		1	6
TOTAL	40	5	35	109	189

#### **REGULATORY DOSSIERS 10/12/2015**



#### **Company evolution**

**Facts and figures** 





#### Breakdown of forecasted customers in 2016 by region

REGION	Nº
EUROPE	27
NAM	5
MENA	9
LATAM	9
ASIA	16
Total	66

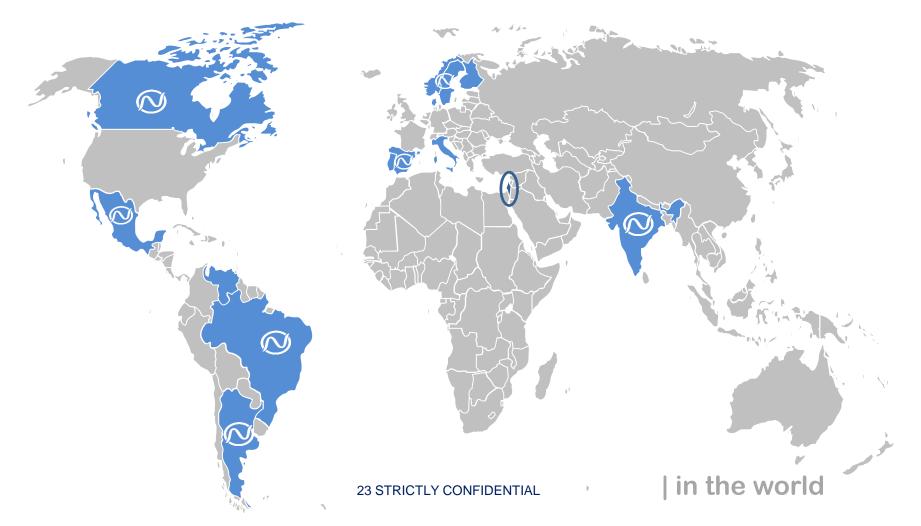
#### Evolution of the number of countries where at least one product has been introduced

YEAR	new countries
2012	2
2013	7
2014	14
2015	15
2016 (estimated)	19
Total number of countries	57

#### **Neurofarmagen market expansion**

**Facts and figures** 

- 2012 first market Spain. Limited availability for clinical use
- First international market: Brazil (2014)
- Markets where Neurofarmagen is available in 2015:



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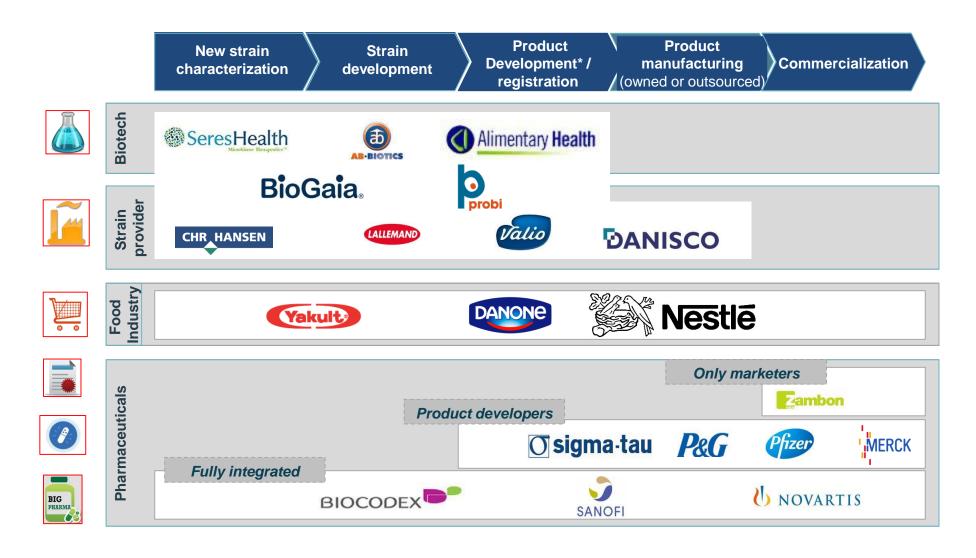
2. Facts and figures

3. Landscape and competitors





#### Probiotics Overview: value chain include an important diversity of companies and business models











AB-Biotics owns a large collection of bacterial strains, collected from isolated places around the world that contains more than 550 different wild-type strains.





"Bringing diversity to the harmed, modern accomodated microbiota"

**AB-BIOTICS COMPETITIVE ADVANTAGE IN PROBIOTICS** 





#### **AB-BIOTICS COMPETITIVE ADVANTAGE IN PROBIOTICS**

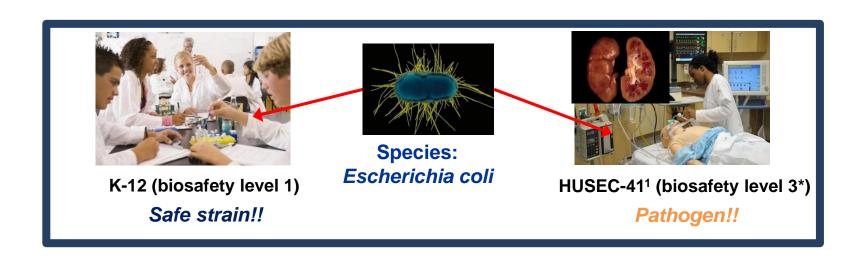
#### Why strains matter?

The effects described can only be attributed to the strain or strains tested, and not to the species or the whole group of LABs or other probiotics.

The implications of the strain-specificity of effects are:

- Documentation of health effects must be conducted on the specific strain being sold in the product.
- Results and review articles from studies conducted on specific strains cannot be used as evidence to support health effects of untested strains.

**Probiotics and Prebiotics, World Gastroenterology Organization Practice Guideline 2008** 

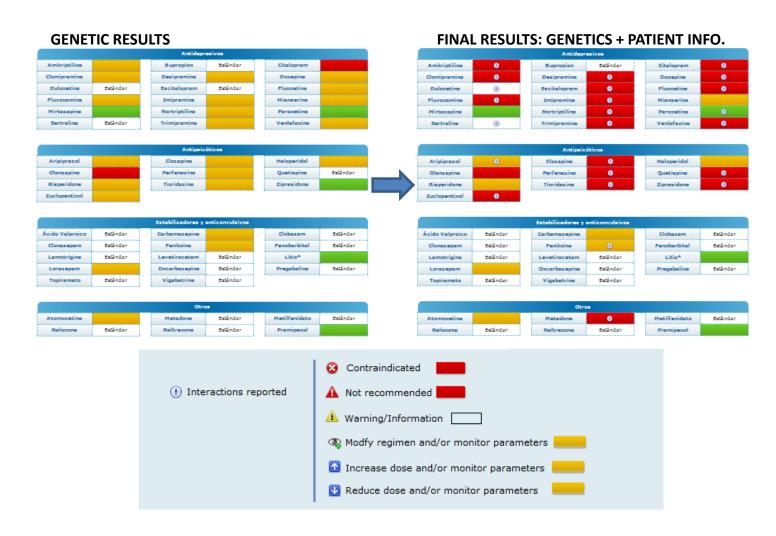


#### **AB BIOTICS uniqueness in genotyping tools**

Landscape and competitors



NEUROPHARMAGEN is the first and only test to incorporate environmental factors to the genetic information in order to improve the clinical practise and the utility of the pharmacogenetics.



#### NEUROPHARMAGEN RESULTS: DYNAMIC REPORT

... allowing the delivery of the most accurate approach to the patient's response beyond genetics.

#### AB BIOTICS uniqueness in genotyping tools





## NEUROPHARMAGEN is the first and only test to incorporate environmental factors to the genetic information in order to improve the clinical practise and the utility of the pharmacogenetics.

Trade mark	Company	Specific test for Mental Health/CNS	CYP450 genes/ PGx genes	Clinical validation	Patents on proprietary markers	Patents on the algorithm and/or display of results (level of protection)	Tool for drug- drug interactions	Risk of specific ADR	Specific Information on dose adjustments
NEUROPHARMAGEN®	AB-BIOTICS	YES	6 / 25	YES	YES	HIGH (1)	YES	YES	YES
GeneSight® Psychotropic	Assurex Health	YES	6 / 12	YES	NO	MEDIUM (2)	NO	NO	NO
Genecept™	Genomind	YES	3 / 10	YES	NO	NO	NO	NO	NO
STA <sup>2</sup> R Test	SureGene, LLC	YES	3/5	NO	YES	NO	NO	NO	NO
YouScript® Psychotropic Plus	Genelex	YES	5 / 12	NO	NO	HIGH (3)	YES	YES	NO
Mental Health DNA Insight™	Pathway Genomics	YES	6 / 15	NO	NO	NO	NO	NO	YES
NeurolDgenetix	AltheaDx, Inc.	YES	6 / 14	NO	NO	NO	YES	NO	YES
HILOmet Phyzio Type™	Genomas, Inc.	NO	3/3	NO	NO	NO	Limited	NO	NO
DMEx Genotype Panel	Iverson Genetics	NO	5/7	NO	NO	NO	NO	NO	NO
Millenium PGT	Millenium Health	NO	6 / 14	NO	NO	NO	NO	NO	NO
PGxOne <sup>TM</sup>	Admera Health	NO	4 / 13	NO	NO	NO	NO	NA	YES

<sup>(1)</sup> See Section 4 for Intellectual property covering NEUROPHARMAGEN®.

<sup>(2)</sup> Assurex Health first invention provides algorithms for classifying patients into predefined pharmacogenomic phenotypes. Their second invention provides methods to analyze multiple molecular and clinical variables from an individual diagnosed with a psychiatric disorder in order to optimize medication selection for therapeutic response. Both patents do not protect the display of results, drug-gene or drug-drug interactions, they are not granted and are not extended in countries other than the US.

<sup>(3)</sup> Genelex inventions provide a computerized tool and method for delivering and interpreting pharmacogenetic and pharmacological information, comprising algorithms and databases with a graphical user interface. They also protect methods for quantifying risks of an adverse drug event in an individual based on various factors including drug-drug interactions and phenotypes of cytochromes. Methods of displaying the risk are also disclosed. These inventions are protected in three granted US patents and one US patent application currently under examination.

# AB BIOTICS vs companies trades at AIM Landscape and competitors



#### **March 2016**

COMPANY	VOLUME	Price (GBP)	MARKET CAP (GBP)	SALES (GBP)
SUMMIT THER	32.028	90,5	60,4 Million	0
TIZIANA LIFE SC	4.118	140	129,3 Million	0
EVOCUTIS	400.000	0,06	1 Million	0
OPTIBIOTIX H.	80.000	79,5	63.1 Million	0
VALIRX	67.000	9,25	4 Million	90k
FARON PHARMA	5.000	257,5	59,1 Million	710k

COMPANY	VOLUME (Shares)	PRECIO (EUR)	MARKET CAP (EUR)	SALES (EUR)
BIOGAIA AB	19.200	22,4	391,9 Million	50 M (10 NP)
PROBI AB	4.000	12,2	100 Million	19 M (5,5NP)
CHR HANSEN	2400	5,3	6000 Million	(15NP)
SERES THR	243.000	29,91	1.172 Million	100 M*
AB-BIOTICS	0	1,67	16 Million	4,7 M (-1,5)

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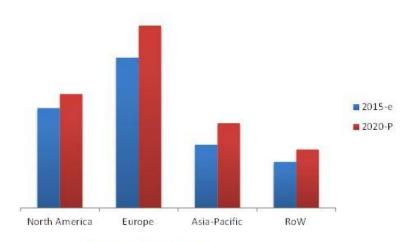
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- 4. Market trends





#### Probiotic Ingredients Market Size, by Region, 2015-2020 (USD Million)



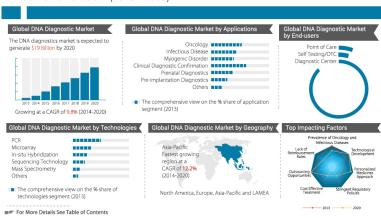
E - Estimated, P - Projected

Source: MarketsandMarkets Analysis

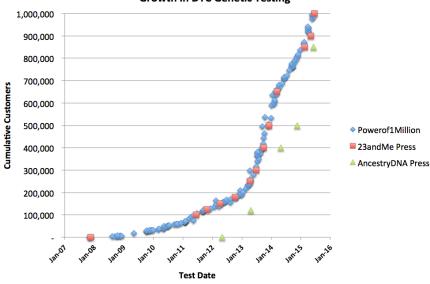
#### Probiotic-rich Infant Formula Worth \$17.3 Billion by 2024 25.00 20.00 (Billions) 15.00 10.00 2014 2015 2016 2018 2020 2023 2024 2017 2019 2021 Probiotic --- Total Infant Formula Market Conventional Source: Lux Research, Inc.

#### **Global DNA Diagnostics Market**

Size and Forecast (2013 - 2020)



#### **Growth in DTC Genetic Testing**





### Sanidad impone el pago por resultados a los laboratorios: si el fármaco no cura, no cobran

El Ministerio de Sanidad y la farmacéutica estadounidense Merck Sharp & Dohme (MSD) han llegado a un acuerdo inédito en nuestro país para aprobar y financiar un costoso tratamiento para la hepatitis C, que la compañía acaba de sacar al mercado. La sanidad pública asume el coste del nuevo medicamento sólo en los casos en los que logre curar al paciente y en aquellos afectados que resulte menos eficaz de lo esperado, la farmacéutica no verá un euro por el mismo.

Lunes, 27 de octubre de 2014

## Nuevo acuerdo de riesgo compartido de pago por resultados

El Servicio Catalán de Salud (CatSalut), el ICO y Amgen han firmado un acuerdo de pago por resultados con un anticuerpo monoclonal para el tratamiento de pacientes con cáncer colorrectal metastásico (CCRM). Este acuerdo se enmarca en el contexto del Plan de Salud 2011-2015, que incorpora como objetivo orientar la política farmacéutica hacia la evaluación de los resultados

Economista Sanidad





Genetic Testing market growth is driven by increasing adoption of oncology applications, growing public awareness and demand for personalized medicine. It advances with aging population and a subsequent rise in the number of chronic diseases, and increasing incidence of cancer cases are the other factors propelling growth in the genetic testing market



Genetic testing represents the most rapidly expanding segment of the molecular diagnostics market worldwide. Growing incidence of genetic diseases unravels new opportunities for genetic testing. The service-driven market to a product-driven market is expected to provide an impetus to the operations.

Genetic Testing market sales are expected to reach \$25 billion annually by 2021 with United States. The Global genetic testing market is expected to reach approximately

By Mordor Intelligence LLP

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- 5. Our plans



RESULTS		2015		2016	
Total Income	€	4.794.174	₩	7.080.000	
COGS	€	1.801.697	€	3.240.000	
Gross Marign	€	2.992.477	€	3.840.000	
Gross Margin % (excl. Activations & Grants)		48%		56%	
Personnel	€	(1.844.678)	€	(2.076.000)	
Operational Cost	€	(1.830.669)	€	(1.425.000)	
EBITDA*	€	(578.328)	€	339.000	

<sup>\*</sup> EBITDA 2015 includes capitalised R&D and grants

Our plans

Process Description	Operations  Reinforcing Business development activities  Guaranteeing the supply chain  Keeping R&D/IP investments	<ul> <li>Growth acceleration</li> <li>Increase marketing authorization output</li> <li>New segments</li> <li>New products</li> <li>Registrations RX vs OTC</li> <li>More Alliance management power</li> </ul>	<ul> <li>Acquisitions</li> <li>Acquisition of complementary technologies</li> <li>Internalization of core manufacturing capabilities</li> <li>Product acquisition</li> <li>Sinergistic business acquisition</li> <li>Acquisition of complementary skills in R&amp;D, BD, IP, Marketing</li> </ul>
Deliverables	<ul> <li>Full acomplishment of the business plan</li> </ul>	Giving Business Plan upside opportunities by 30% Being first in the market in some categories thus creating entry barriers to third parties Increasing sinergies which will result in proportional higher improvement of positive net result.	<ul> <li>Marked improvement of profitability</li> <li>Reduce dependence</li> </ul>
	2016	2017	2018