



## **Raia Drogasil S.A.**

**An Industry Leader with an Unparalleled Combination of  
Scale, Efficiency and Financial Flexibility**

**BTG Pactual XIII CEO Conference – Grand Hyatt, São Paulo (February 14th and 15th)**

## Disclaimer



This presentation has been prepared for internal use only in order to allow a better market understanding regarding the details of the association between Raia S.A. and Drogasil S.A. (“Transaction”), and was based on assumptions made by the management of Raia and Drogasil, as well as on evidences that make these the most likely scenarios.

Future expectations related to this presentation shall consider the risks and uncertainties that involve any activities and transactions, and that are beyond the control of the companies involved in this Transaction (including, but not limited to, political and economic changes, volatility in the exchange and interest rates, technological changes, inflation, financial disintermediation, competitive pressure over products and prices, changes in corporate and tax regulation, and also the approval of the Transaction by Raia and Drogasil’s Shareholders’ Meetings, and/or by relevant authorities). Therefore, any forward-looking statements or projections contained herein may materially differ from the actual future results of the companies and their businesses.

This material is not intended to be the basis for assessing the performance of Raia and/or Drogasil in connection with the Transaction, nor is it intended to contain all the information necessary for such assessment. It does, however, reinforce Raia and Drogasil’s strong commitment to transparency and the cementing of close investor relations.

This presentation does not substitute or alter any information available in the terms of the current legislation and applicable law.



### Eugênio De Zagottis

*Investor Relations and  
Corporate Planning  
(Head)*

- **Former IR & Commercial VP of Droga Raia, with 11 years of industry experience. Worked previously as a consultant for McKinsey and for Arthur Andersen.**
- **MBA from the University of Michigan, BBA from FGV-SP**

### Leonardo Corrêa

*Investor Relations and  
Corporate Planning*

- **Former Corporate Planning Director and IR at Droga Raia. Worked previously at Johnson & Johnson, Pfizer and Kraft Foods**
- **MBA from Insper (IBMEC - SP), B.S. in Economics from UFRJ**

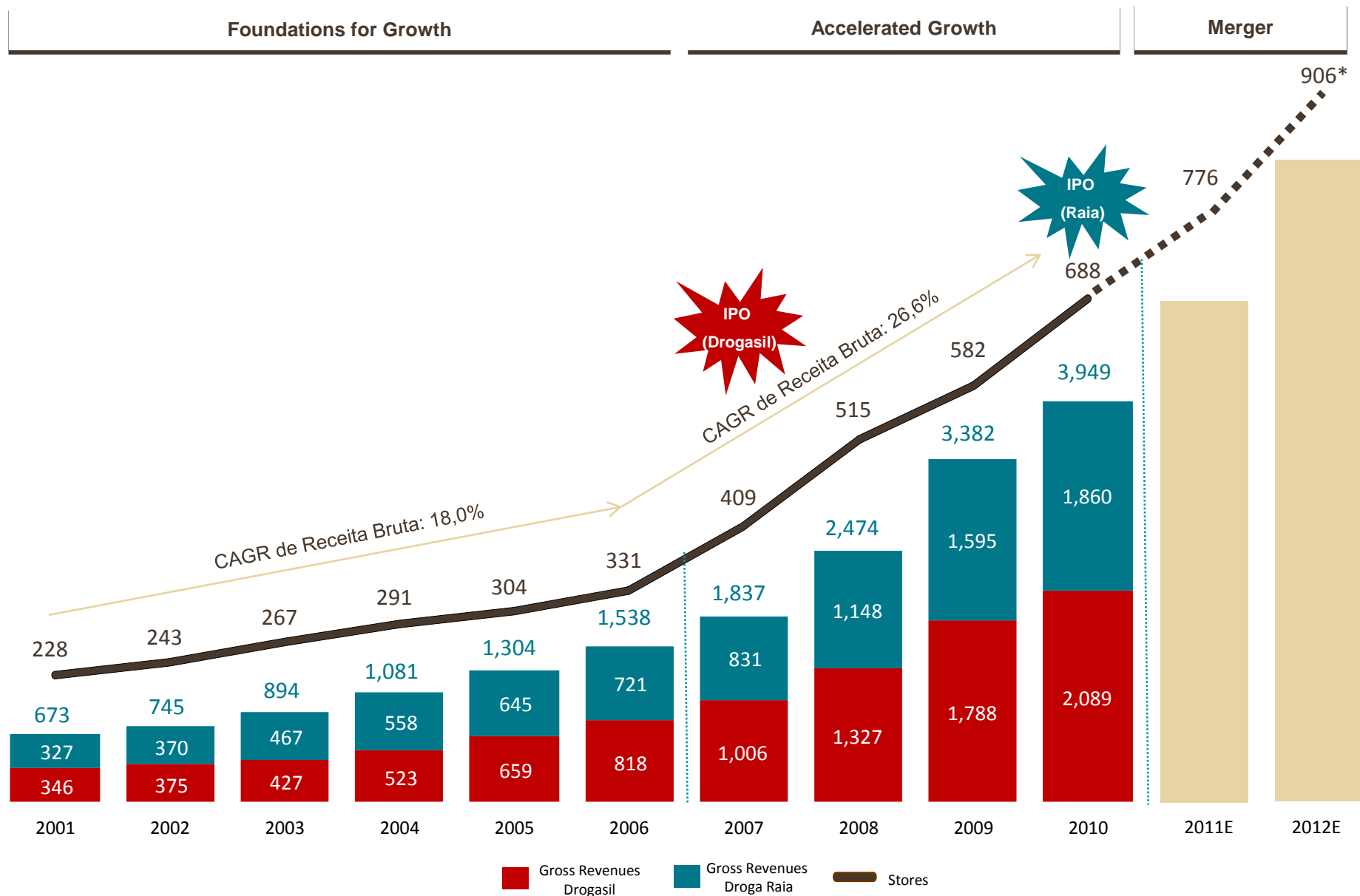
## Raia Drogasil S.A.



- Brazil's largest drugstore chain in revenues, according to IMS Health. R\$ 4.5 billion in revenues, R\$ 248 MM of EBITDA and R\$ 129MM of net income (Sep'11 - last twelve months);
- Merger of equals between Raia S.A. and Drogasil S.A., two leading Brazilian drugstore chains with 182 years of combined history, with shared control by majority shareholders who are members of the founding families;
- 779 stores in 9 states of Brazil, which represent 80% of the Brazilian pharmaceutical market, and a national market share of only 8.7% (Sep'11). Recently announced the entrance into 3 new states (MS, MG and BA);
- Differentiated business model with a dual brand strategy, high returns on invested capital, and strong potential synergies and economies of scale to be captured;
- Strong organic growth & acquisition track record, with a combined net addition of 448 stores since 2007, a significant increase over the 331 stores at the end of 2006;
- Unparalleled combination of scale, efficiency and financial flexibility in the Brazilian drugstore industry.



# Proven Growth Track Record



\* Assumes our gross store opening guidance, disregarding eventual store closings that may happen until the end of the year.



**1**

**Raia Drogasil S.A. – Creating an Industry Leader with an Unparalleled Combination of Scale, Efficiency and Financial Flexibility**

**2**

**Fragmented Market, in the Process of Consolidation**

**3**

**Operation supported by two leading brands with strong growth prospects and synergy potential**

**4**

**Proven Track Record in Delivering High Growth with Margin Expansion**

# Largest and Most Profitable Player in the Industry



Number of Stores (2010)			Gross Revenue (Pro-Forma – 2010)		EBITDA (Pro-Forma – 2010)	
		<u>Stores</u>		<u>Revenue</u> (R\$ million)		<u>EBITDA</u> (R\$ million)
1°	Raia Drogasil	689	1°	Pacheco São Paulo 4,166	1°	Raia Drogasil 219
2°	Pacheco São Paulo	682	2°	Raia Drogasil 3,949	2°	Pacheco São Paulo 166
3°	Brazil Pharma <sup>1</sup>	~525	3°	Pague Menos 2,235	3°	Pague Menos 145
4°	Pague Menos	400	4°	Brazil Pharma <sup>1</sup> ~2,070	4°	Brazil Pharma <sup>1</sup> ~115

Source: Companies, ABRAFARMA and Exame Maiores e Melhores 2011 magazine

Note:



1 According to research reports and the management presentation on Big Ben and Sant'Ana

2 According to Revista Exame Maiores e Melhores 2011 magazine



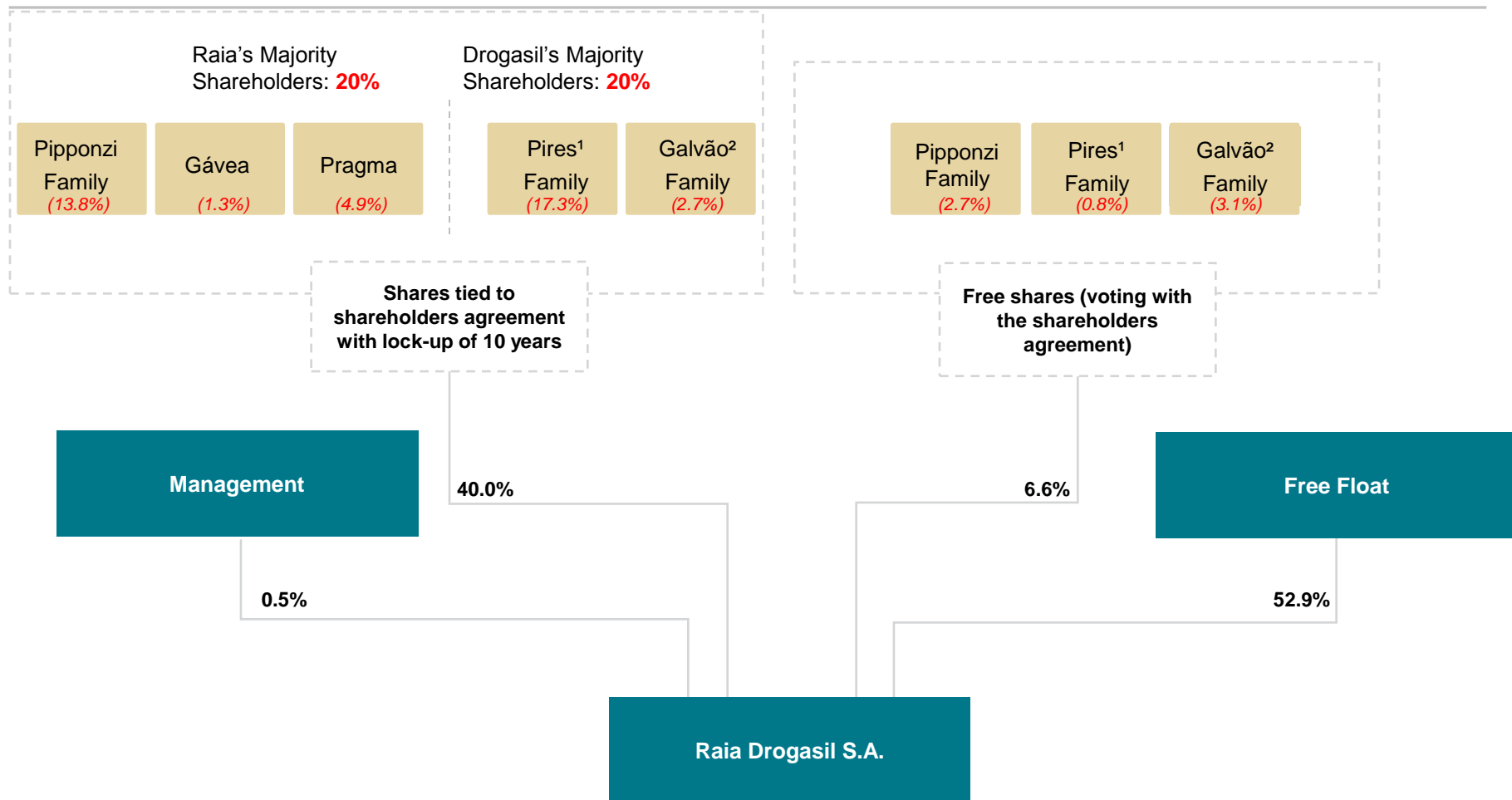
# Unparalleled Combination of Scale, Efficiency and Financial Flexibility



Operational Highlights (Sep/11)			Raia Drogasil
<b>High Scale</b>			
Number of Stores (Sep/11)	384	359	<b>743</b>
Gross Revenue (R\$ millions, LTM <sup>1</sup> )	2,187	2,320	<b>4,507</b>
Geographic Presence (Sep/11)	MG, RJ, SP, PR, SC, RS	DF, ES, GO, MG, RJ, SP	<b>SP, RJ, MG, PR, RS, SC, DF, GO, ES</b>
Number of employees (Sep/11)	8,316	7,962	<b>16,278</b>
Sale Area (m2 – Sep/11)	56,766	47,876	<b>104,642</b>
<b>High Operating Efficiency</b>			
Gross Profit (% of Gross Revenue, LTM)	564 25.8%	593 25.6%	<b>1,157 25.7%</b>
EBITDA (% of Gross Revenue, LTM)	106 4.8%	142 6.1%	<b>248 5.5%</b>
Net Income (% of Gross Revenue, LTM)	45 2.1%	84 3.6%	<b>129 2.9%</b>
<b>High Financial Flexibility</b>			
Equity (Sep/11)	636	634	<b>1,270</b>
Cash and Equivalents (Sep/11)	230.1	170.2	<b>400.2</b>
Net Cash (Sep/11)	151.0	91.5	<b>242.5</b>



# Controlled by Shareholders who are Members of the Founding Families



- Joint control by the majority shareholders of both companies, who will always have the same number of shares tied to the shareholders agreement during its whole term (10 years)
- Tied shares are subject to a 10-year lock-up, which will be progressively reduced to represent 30% of the current stock capital after the fifth anniversary of the agreement.

Note:

1 Carlos Pires Oliveira Dias and Regimar Comercial S.A.

2 Tantra Participações Ltda



## Strong Governance, Aligned Management Incentives

- Active Supervisory Committees (Operations, Expansion, Human Resources and Audit) reporting to the Board
- Stock-option plan for Senior Executives

## Qualified Management Team

Name <i>Position</i>	Age	Past Experience	Years in the Industry
<b>Cláudio Roberto Ely</b> <i>CEO</i>	62	Drogasil, Banco Ger. Com, Grupo C. Correa	14
<b>Eugênio De Zagottis</b> <i>VP – Investor Relations</i>	41	Droga Raia, McKinsey,	12
<b>Ricardo Castro Azevedo</b> <i>VP - Finance</i>	63	Drogasil, Banco Multiplic	15
<b>Fernando Kozel Varela</b> <i>VP - Operations</i>	41	Droga Raia, Arthur Andersen	16
<b>Marcello De Zagottis</b> <i>VP – Commercial</i>	36	Droga Raia, Borders Bookstores	8
<b>Rosangela Lutti</b> <i>VP – Human Resources</i>	56	Droga Raia, Contax, Bunge, Camargo Correa	2
<b>Antonio Carlos de Freitas</b> <i>VP – Retail</i>	61	Drogasil, Unibanco	13

## Board Members

Name <i>Position</i>	Experience
<b>Antonio C. Pipponzi</b> <i>Executive Chairman</i>	<ul style="list-style-type: none"> <li>• Former Chairman and CEO of Raia S.A. (1984 – 2011), 35 years of industry experience</li> </ul>
<b>Plinio Musetti</b> <i>Board Member</i>	<ul style="list-style-type: none"> <li>• Partner of Pragma Patrimônio and former Chairman of Raia S.A.</li> <li>• Former partner of J.P. Morgan Partners</li> </ul>
<b>Franco Pipponzi</b> <i>Board Member</i>	<ul style="list-style-type: none"> <li>• Former Director and executive of Raia S.A.</li> <li>• Former Director of Zambelletti Pharmaceutical Company</li> </ul>
<b>Carlos Pires de O. Dias</b> <i>Board Member</i>	<ul style="list-style-type: none"> <li>• Former Chairman of Drogasil</li> <li>• Director of several companies of the Camargo Correa Group</li> </ul>
<b>Renato Pires de O. Dias</b> <i>Board Member</i>	<ul style="list-style-type: none"> <li>• Former Director of Drogasil S.A.</li> </ul>
<b>Paulo Sérgio C. Galvão</b> <i>Board Member</i>	<ul style="list-style-type: none"> <li>• Former Director of Drogasil S.A.</li> <li>• Director of Klabin S.A.</li> </ul>
<b>José Paschoal Rossetti</b> <i>Independent Board Member</i>	<ul style="list-style-type: none"> <li>• Director of Grupo Fleury and Boticário</li> <li>• Professor of Fundação Dom Cabral</li> <li>• Consultant on Strategy and Governance</li> </ul>
<b>Itamar Correia Silva</b> <i>Independent Board Member</i>	<ul style="list-style-type: none"> <li>• Former Director of Raia S.A.</li> <li>• Director of J. Macedo, former executive of Natura and Unilever</li> </ul>
<b>Jairo E. Loureiro</b> <i>Independent Board Member</i>	<ul style="list-style-type: none"> <li>• Director of Planibank Investimentos and of Hypermarcas</li> <li>• Former director of Drogasil S.A.</li> </ul>



## Integration Office

- Coordination of the activities and of the timetable for the PMI
- Communication, culture & change management
- Synergy mapping and tracking
- **Advised by McKinsey & Company**

## System Selection

- Assessment of the existing IT platforms of Raia and Drogasil
- Definition of the systems to be adopted
- **Advised by McKinsey & Company**

## Definition of the Organizational Structure and Processes

- Assessment of the current organizational structures and processes
- Definition of the new organizational structure and processes
- **Advised by McKinsey & Company**

## Purchasing & Trade Marketing Integration

- Alignment of the existing purchasing and trade marketing terms
- Definition of a win-win commercial policy to improve our purchasing terms by incentivizing high margin & high performance suppliers
- **Advised by McKinsey & Company**

## Branding Strategy

- Assessment of the current brand essences, identities and customer profiles
- Definition of the new brand positioning for Droga Raia & Drogasil
- Definition of the the new corporate essence, identity & brand
- **Advised by Thymus Branding**

## Compensation Alignment

- Assessment of the existing career and compensation programs
- Development of a new career program and compensation policy
- Realignment of allemployees under the new career program and compensation policy
- **Advised by the Hay Group**



**1** Raia Drogasil S.A. – Creating an Industry Leader with an Unparalleled Combination of Scale, Efficiency and Financial Flexibility

**2** Fragmented Market, in the Process of Consolidation

**3** Operation supported by two leading brands with strong growth prospects and synergy potential

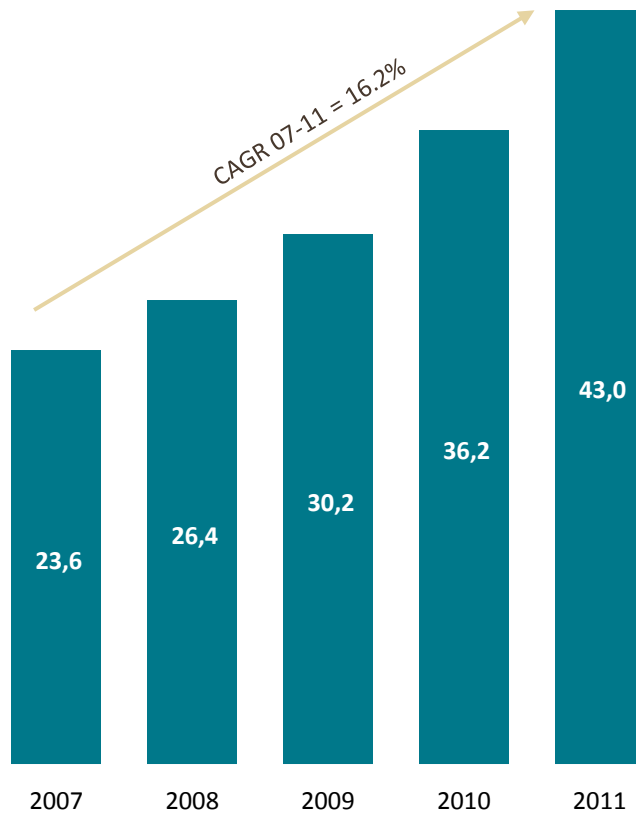
**4** Proven Track Record in Delivering High Growth with Margin Expansion

# Accelerated Pharmaceutical Market Growth



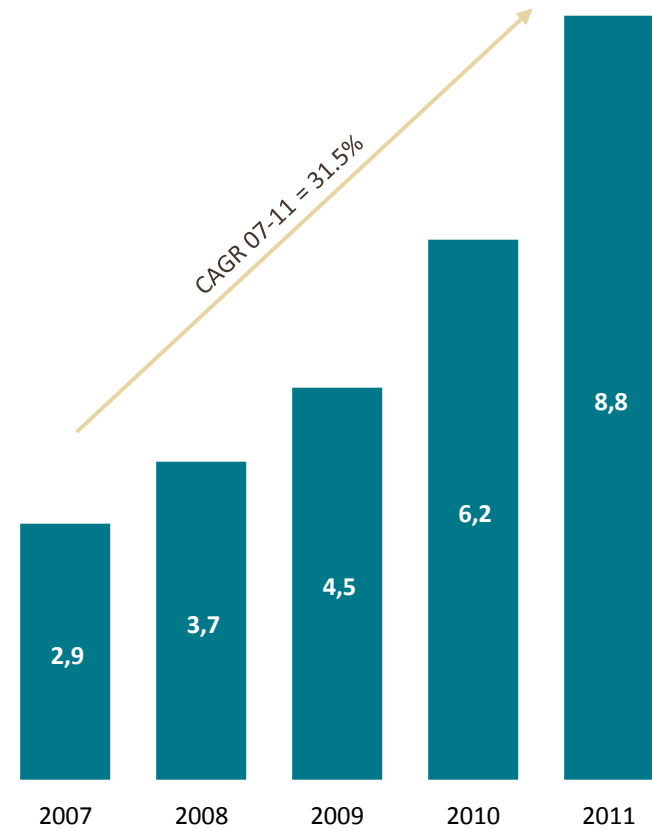
## Pharmaceutical Market

(R\$ Billion)

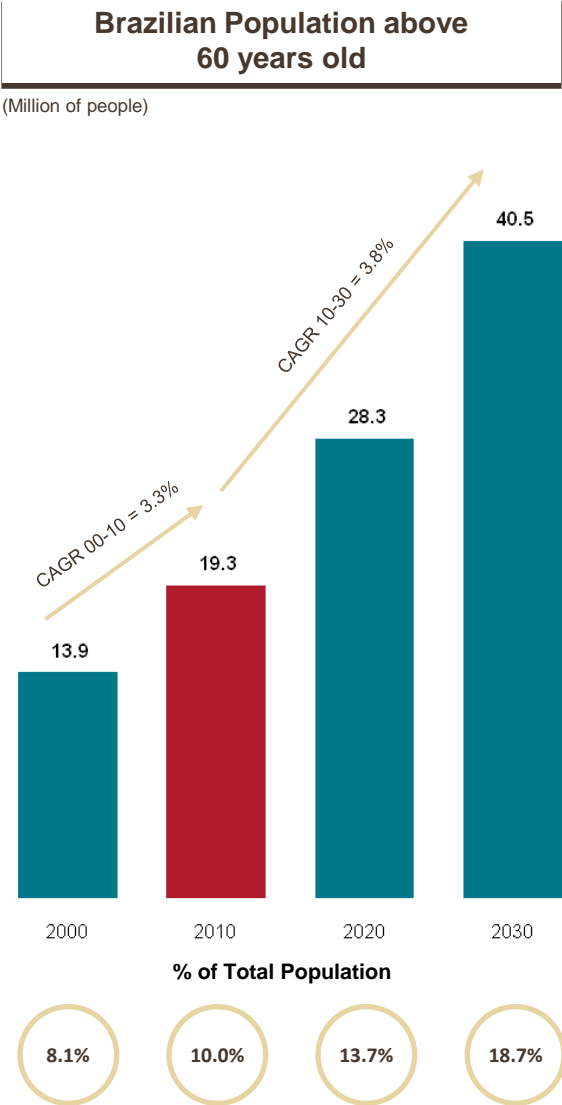


## Generics Market

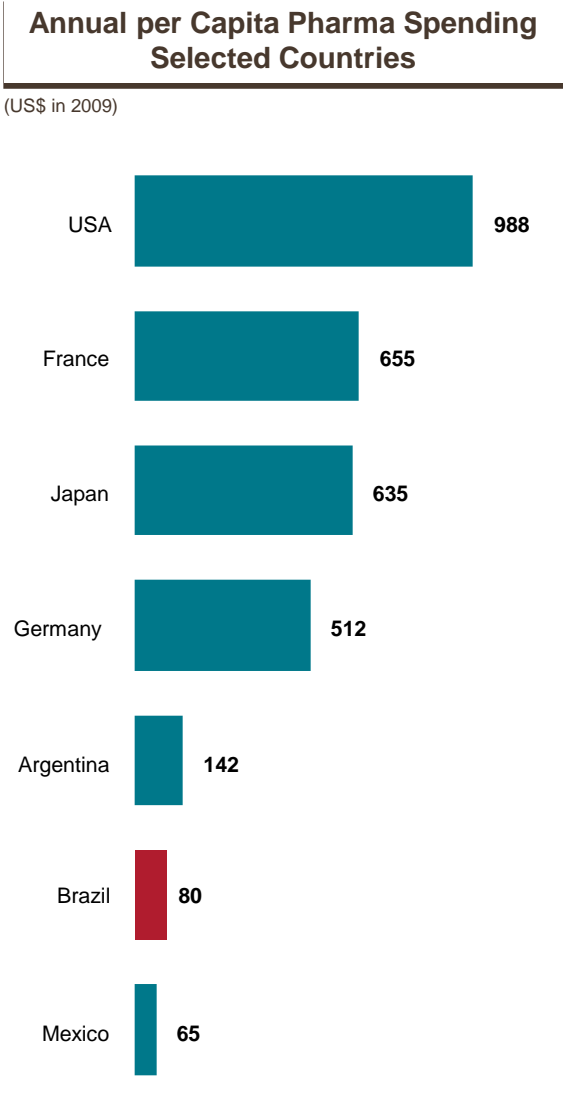
(R\$ Billion)



# Favorable Demographic and Macroeconomic Trends



Source: IMS Health



Source: IMS Health, Population Reference Bureau 2009

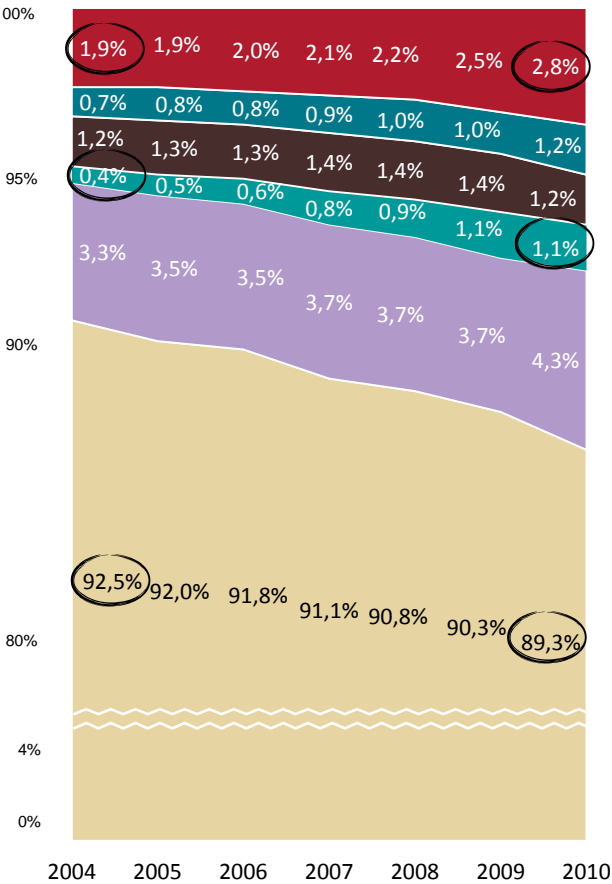


Source: IMS Health

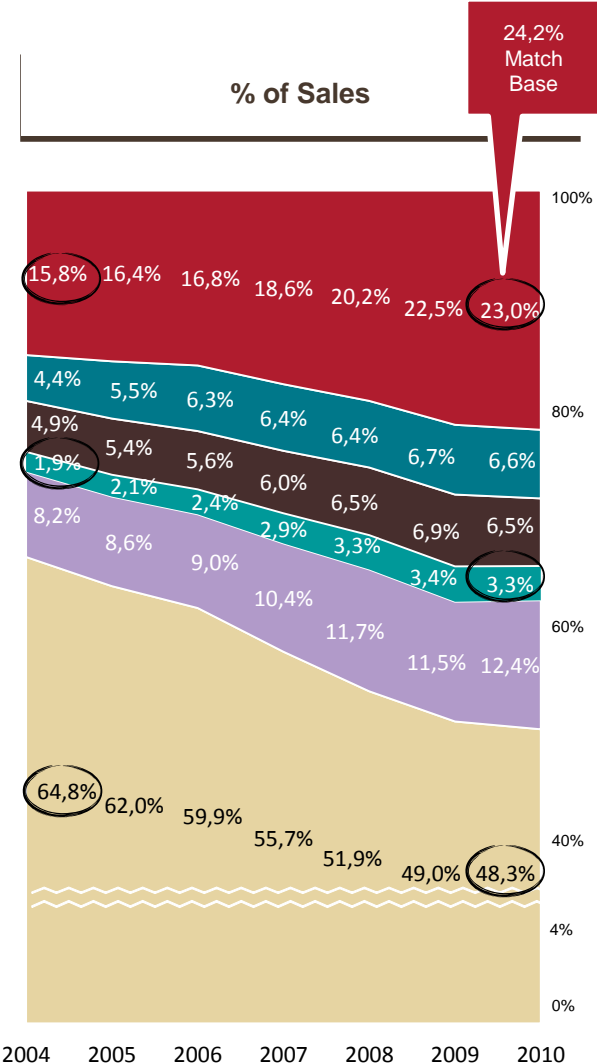
# Fragmented Drugstore Market



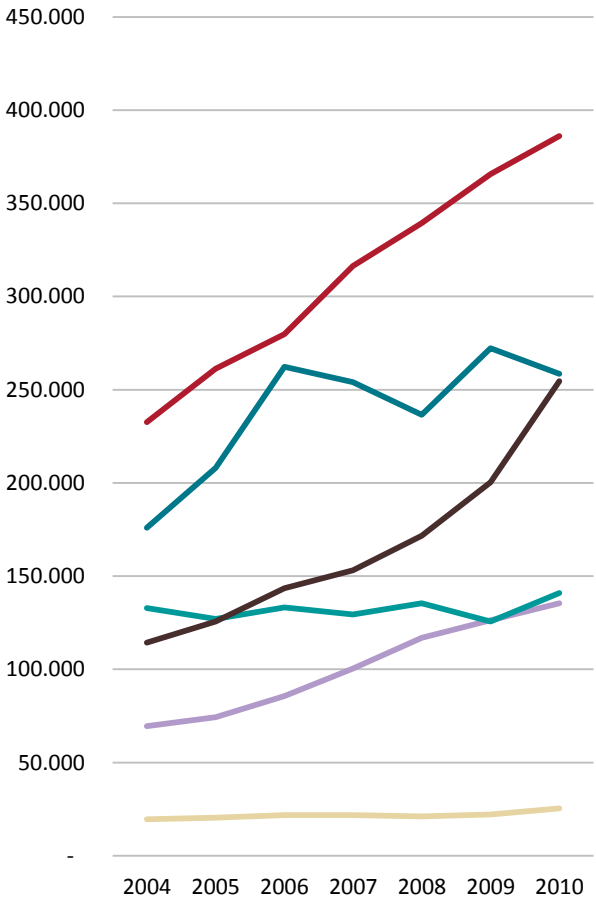
% of Stores



% of Sales



Average Monthly Sales per Store (R\$)



Source: IMS Health and Abrafarma

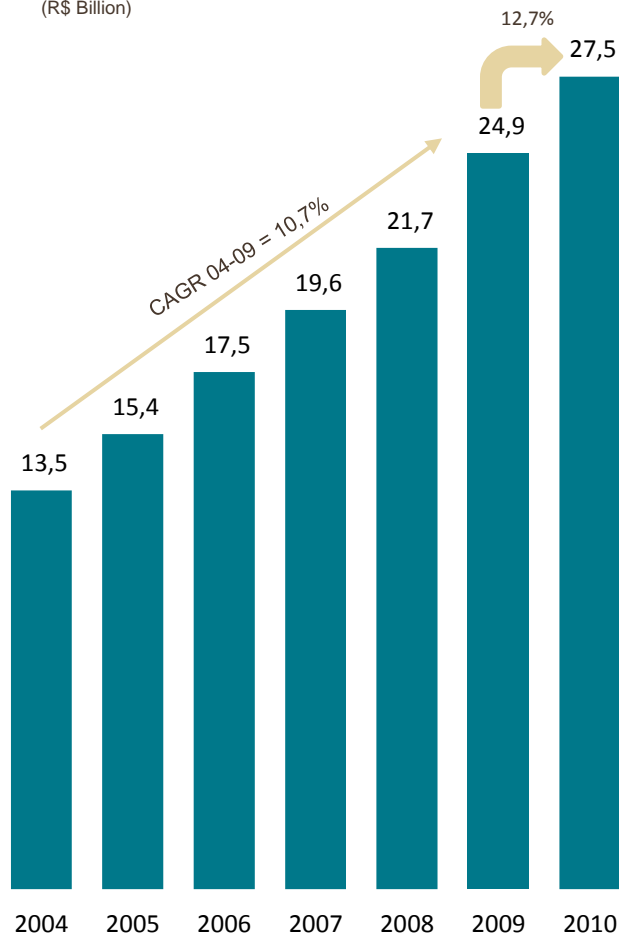


# Accelerated Growth in HPC, with Shifting Share Towards Drugstore Chains



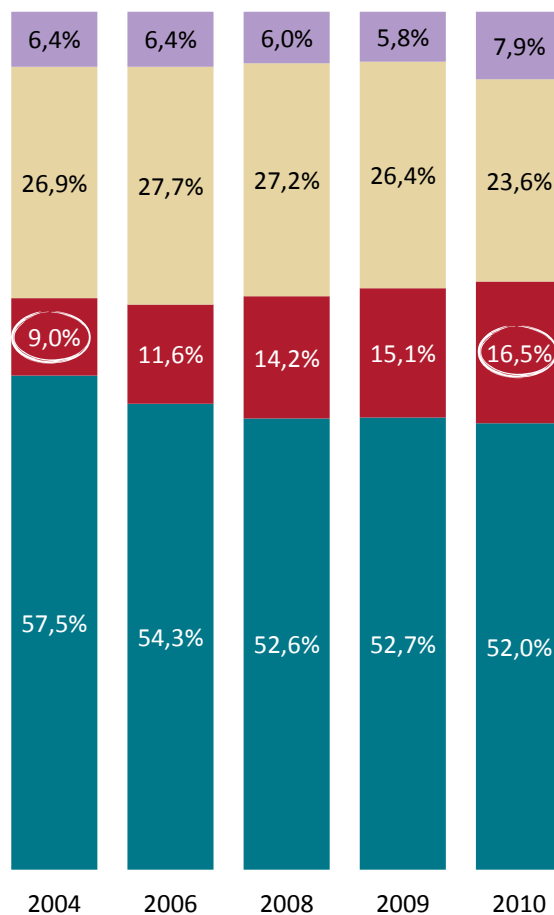
## HPC Market

(R\$ Billion)



## Market Share by Channel

(% of Weighted Volumes)

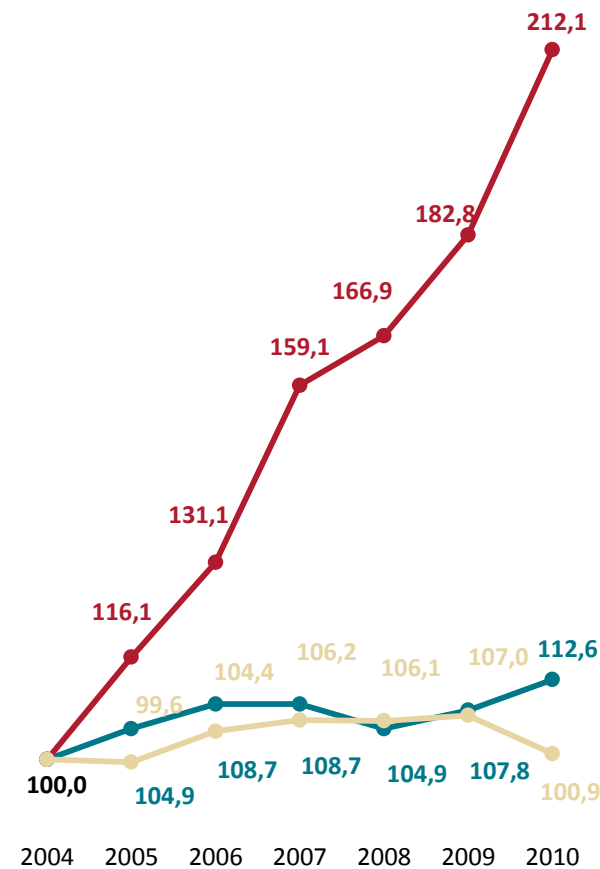


Supermarkets  
Independent Drugstores & Beauty

Drugstore Chains  
Traditional

## HPC Growth by Channel – Weighted Volumes

Index: 2004 = 100



Supermarkets  
Drugstore Chains  
Independent Drugstores & Beauty

Source: AC Nielsen, Company analysis

Source: ABIHPEC



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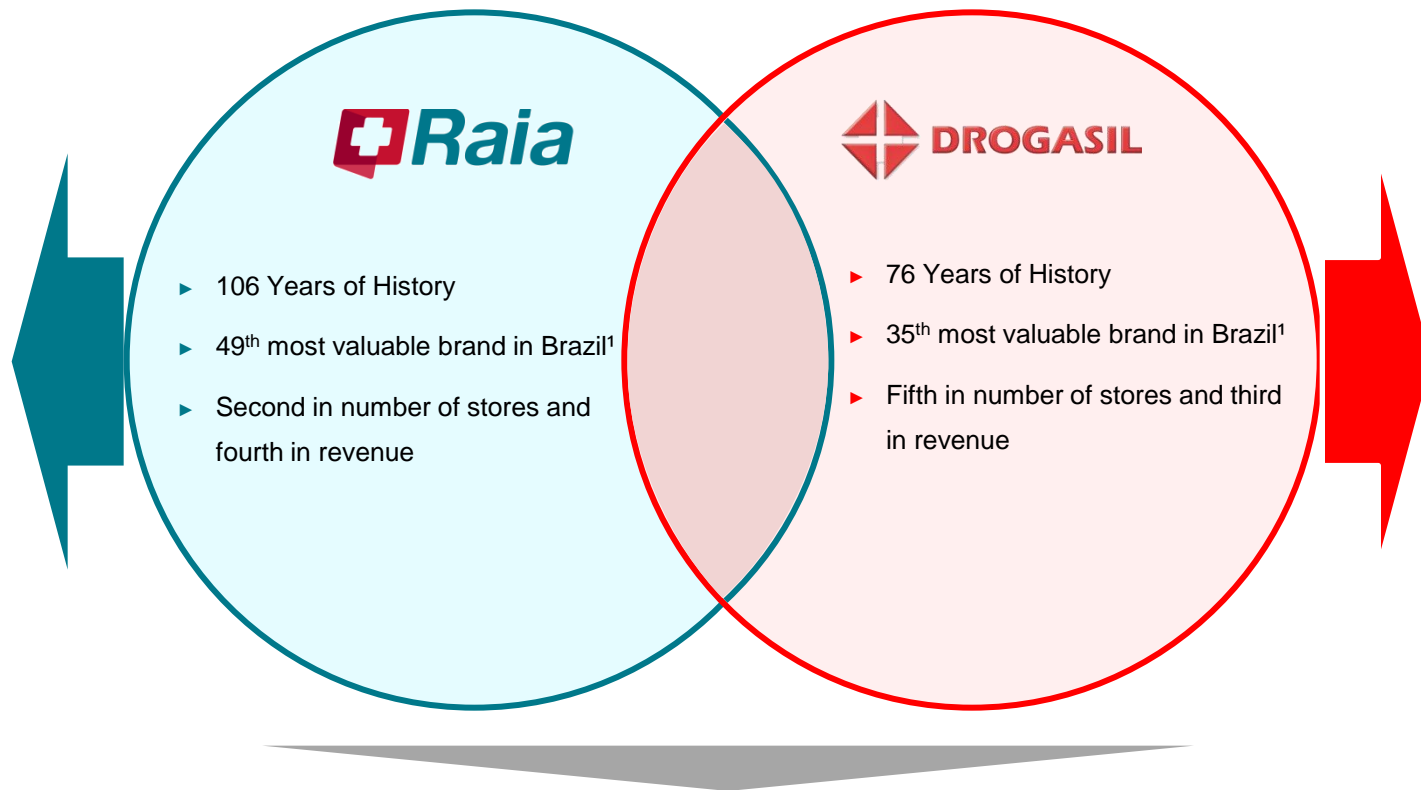
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## Coordinated brand strategies: differentiation of consumer targets and store formats



- ✓ Maintenance of existing customers who have a preference for a specific brand
- ✓ Addition of new customers by differentiating the value proposition of the brands

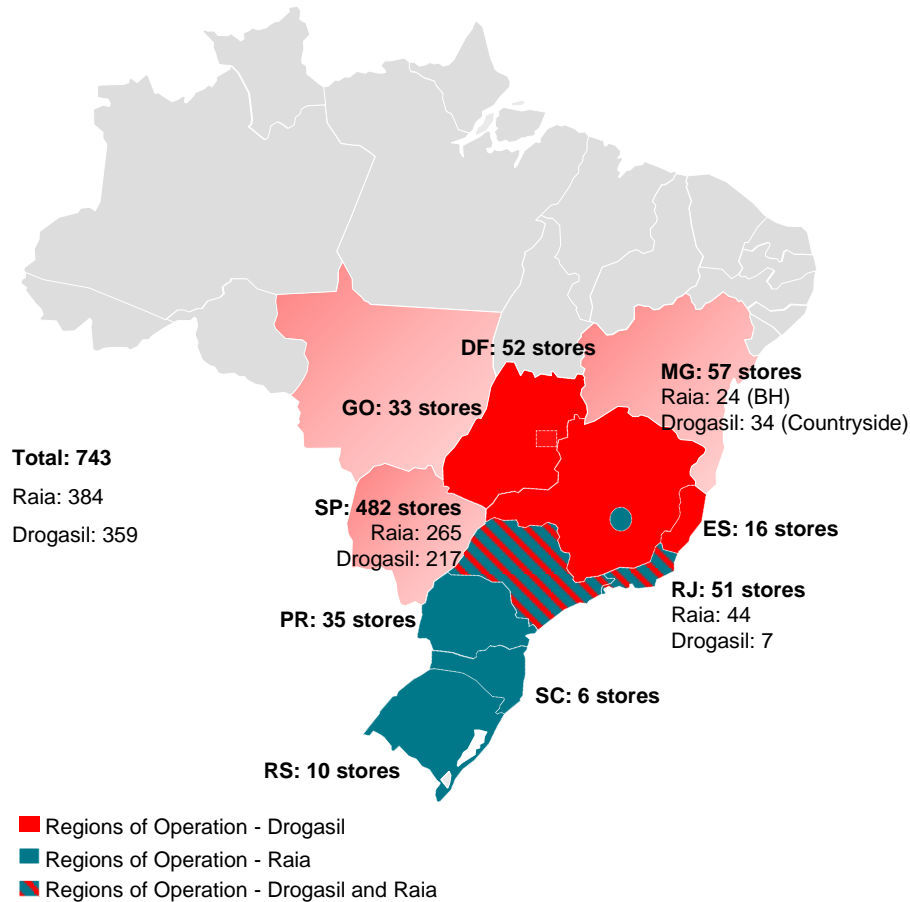
Note:

1 Joint survey by ISTOÉ DINHEIRO and BrandAnalytics/Millward Brown, in 2011

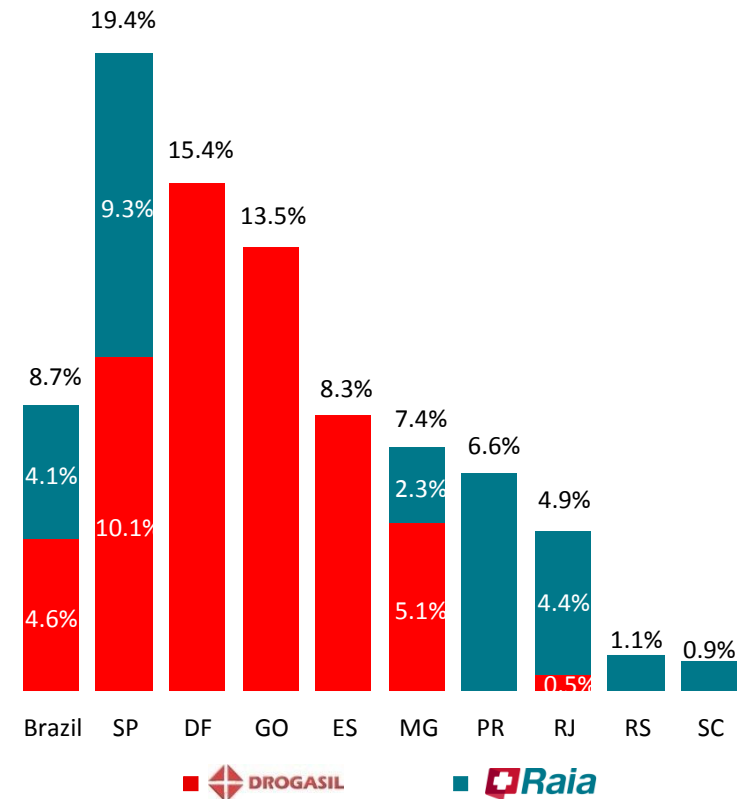
# Strong Geographic Presence and High Growth Potential



## Geographic Presence (Sep/2011)



## Market Share by State (Sep/2011) <sup>1</sup>



- Presence in states that comprise 78% of the Brazilian pharmaceutical market
- Established platform to grow into new markets

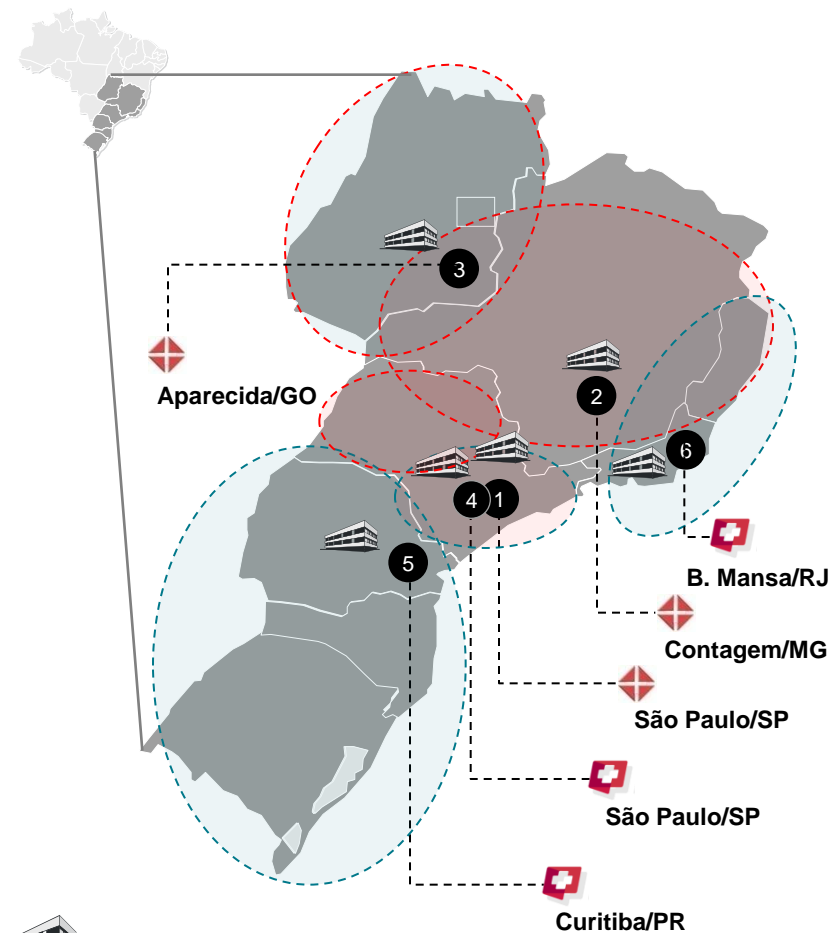
Source: Companies

<sup>1</sup> Note: Market share according to IMS Health, for the month of September, 2011

# Decentralized and Complementary Distribution Structure



## Distribution Centers



1

- ▶ Drogasil DC in São Paulo (SP)
- ▶ Area: 17,000 m<sup>2</sup>

2

- ▶ Drogasil DC in Contagem (MG)
- ▶ Area : 6,200 m<sup>2</sup>

3

- ▶ Drogasil DC in Aparecida (GO)
- ▶ Area : 12,600 m<sup>2</sup>

4

- ▶ Raia DC in São Paulo (SP)
- ▶ Area : 19,000 m<sup>2</sup>

5

- ▶ Raia DC in Curitiba (PR)
- ▶ Area : 6,000 m<sup>2</sup>

6

- ▶ Raia DC in Barra Mansa (RJ) – to be opened
- ▶ Area : 8,000 m<sup>2</sup>

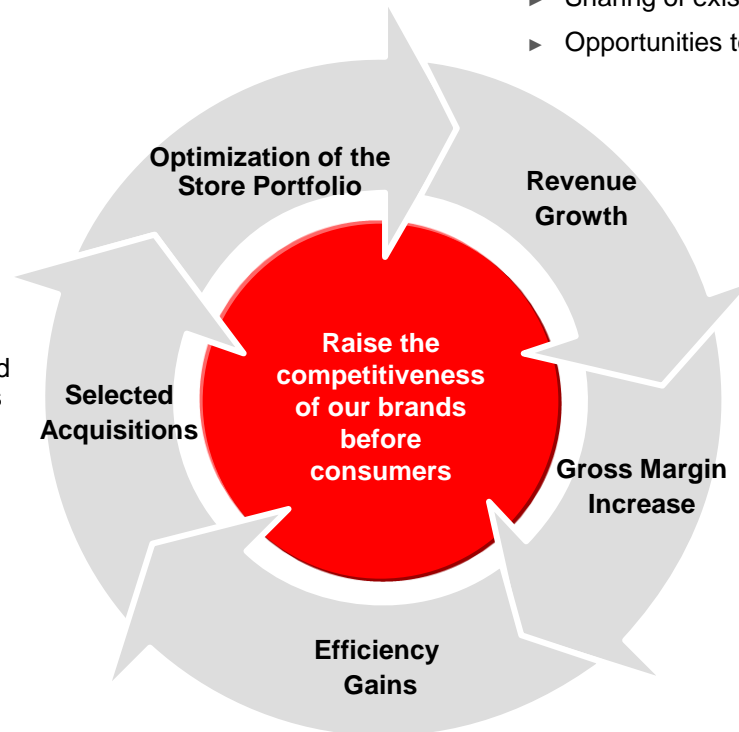
# Competitive Gains by Capturing Hard and Soft Synergies



- ▶ Coordinated growth in existing markets
- ▶ Accelerated entry into new markets
- ▶ Gains from the selective closure of redundant stores

- ▶ Adoption of best practices in sales
- ▶ Proprietary PBM leveraging the existing corporate and institutional contracts of each company and obtaining new clients
- ▶ Sharing of existing product and promotional agreements
- ▶ Opportunities to develop a joint e-commerce platform

- ▶ Solid and flexible capital structure
- ▶ Potential use of shares, with enhanced liquidity, as a currency for acquisitions
- ▶ Experience in acquisitions and post-merger integration
- ▶ Leveraging of acquired assets by choosing from two brands in the absorption of each store



- ▶ Adoption of the best purchasing conditions and gross margin policies
- ▶ Enhancement of trade allowances by applying best practices and revaluing promotional spaces
- ▶ Introduction of private label products by leveraging the combined scale

- ▶ Strengthening of the management team and of the combined management structure
- ▶ Logistics optimization through complementary DCs and by increasing the shipping density
- ▶ Integration of systems and processes, and application of best practices
- ▶ Dilution of corporate expenses and elimination of redundancies



## BLU MARINO

Um mergulho aromático no azul



## VERDE ERVA

O movimento do verde



## VIBRE GENGIBRE

A força da vitalidade



## LIMA LIMÃO

O frescor da cor

## BRILHA BAUNILHA

O cheiro da sensação



## AMORA ROSA

O perfume do brilho





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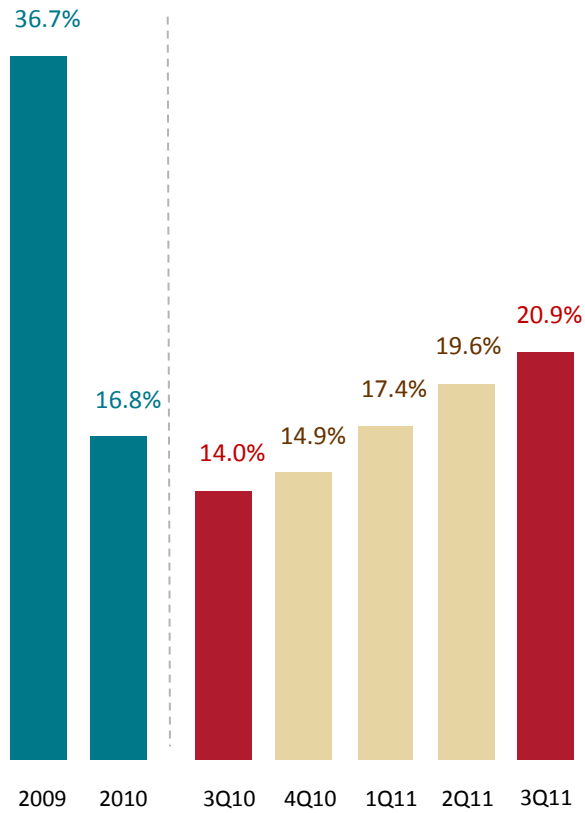
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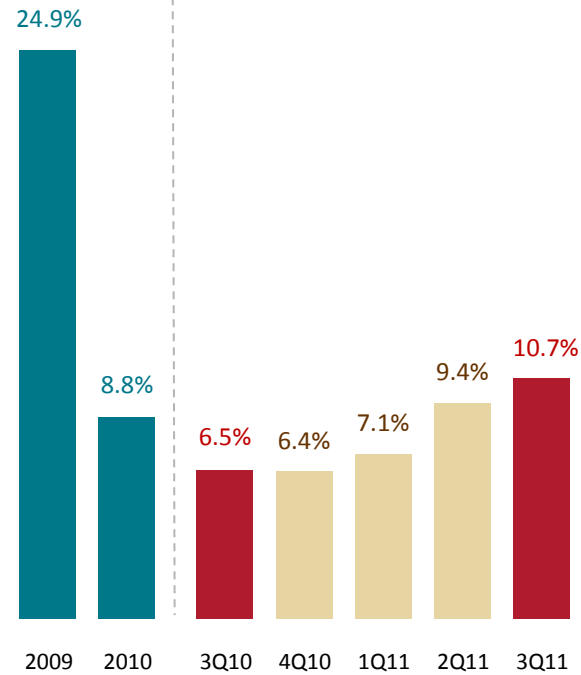
# Accelerating Sales Comps



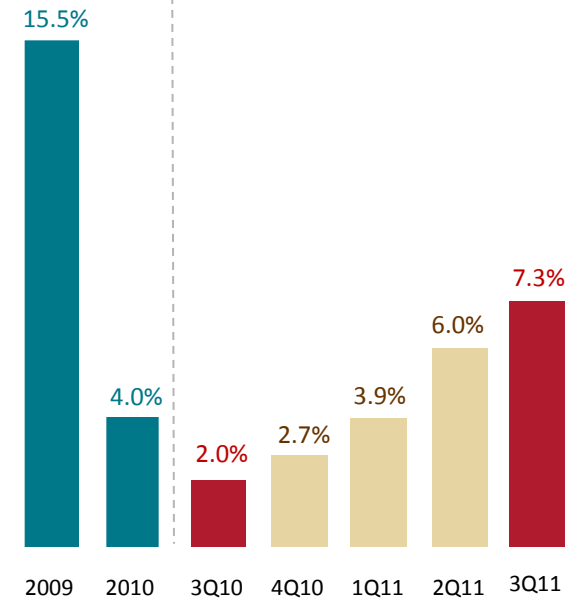
Growth – Total Sales



Growth -Same Store



Growth – Mature Stores

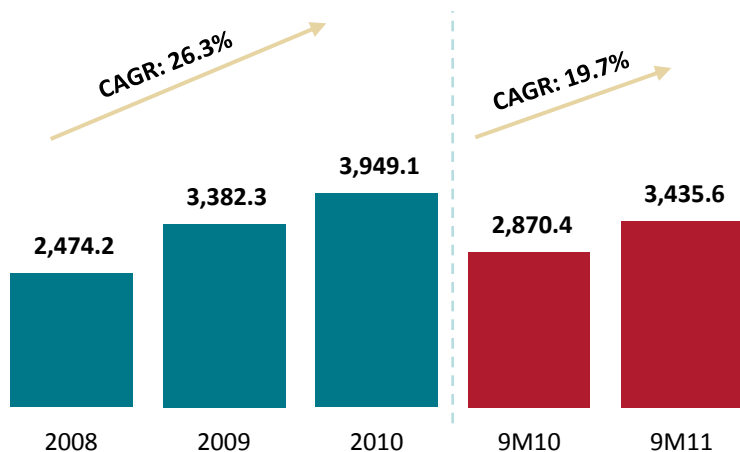


# Delivering High Growth with Margin Expansion



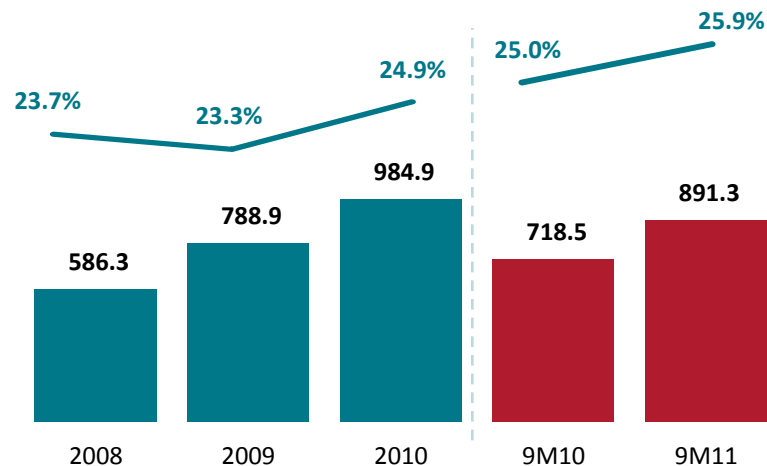
## Gross Revenues

(R\$ million)



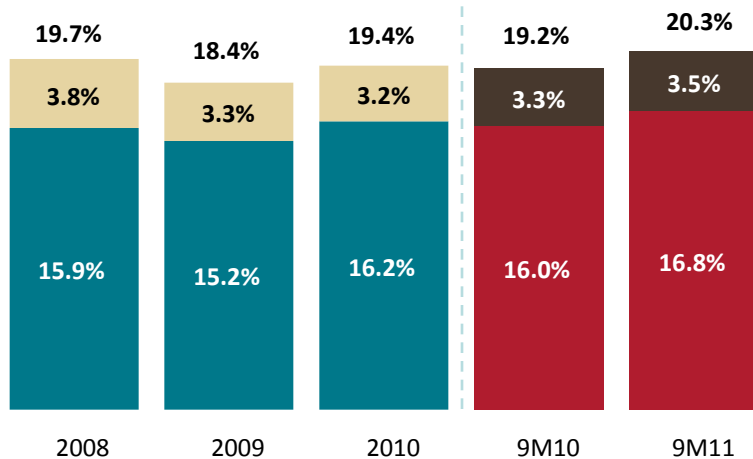
## Gross Margin

(R\$ million. % of Gross Revenues)



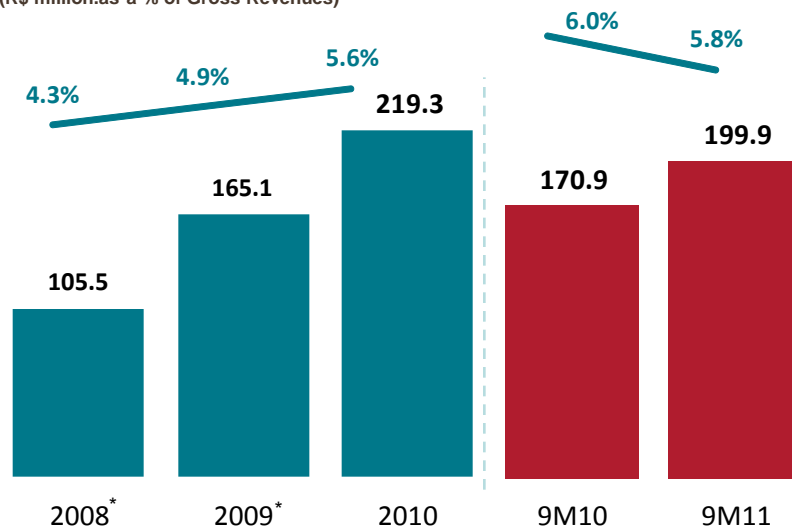
## Operational Expenses

(% of Gross Revenues)



## Adjusted EBITDA

(R\$ million.as a % of Gross Revenues)

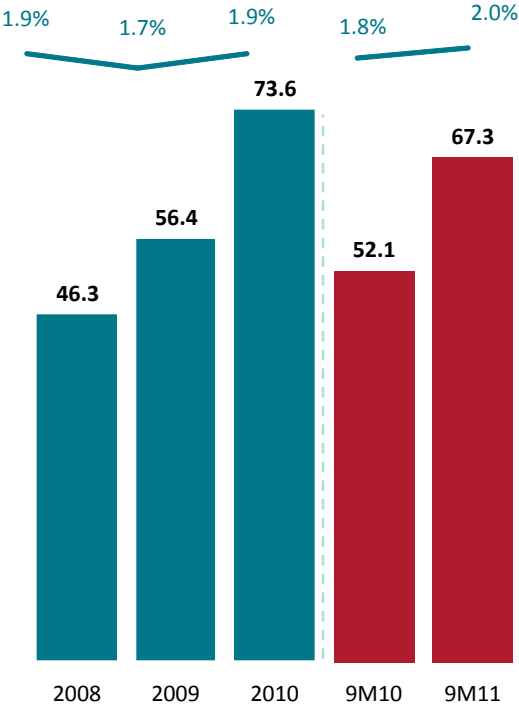


\* Adjusted for non-recurring events



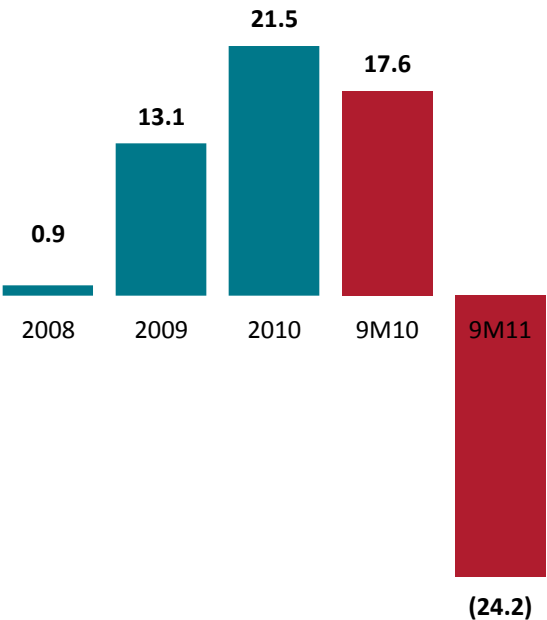
## Depreciation

(R\$ million, as a % of Gross Revenues)



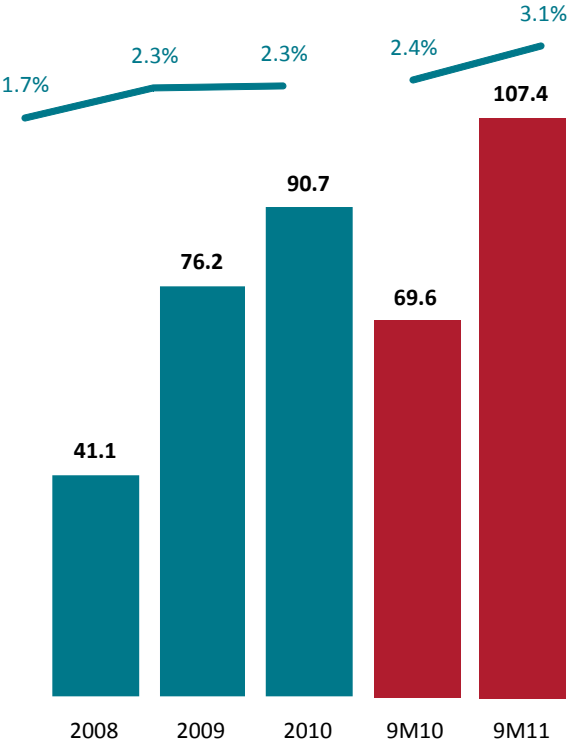
## Net Financial Expenses

(R\$ million, as a % of Gross Revenues)



## Net Profit

(R\$ million, as a % of Gross Revenues)



## Inspiring References from the US Market

