

## Our Business Model

### Working together to leverage our platform and maximise the value of our brands.

The platform we've created across EMEA, APAC and AMER enables us to both drive the growth of our existing brands and to acquire and integrate new assets with ease. This is how we create value and execute our growth strategy.

The key capabilities, expertise and relationships that enable us to drive value creation are centred around our commercial activities and the brand-specific support functions which underpin these.

**c. 35%**  
of our consumer healthcare revenues are now derived from e-commerce

### Commercial activities

#### Global Marketing



- › Ensures consistency of promotion for each of our lead brands – global strategy with local implementation
- › Through our marketing excellence programme all our marketeers are trained to deliver insight-led campaigns, with tailored messaging to key customer groups

#### Distributor network



- › Relationships with an extensive network of distributors around the world
- › Sales specialists located in key territories with responsibility for managing key accounts and partnering with distributors on e-commerce initiatives

#### E-commerce capability



- › Dedicated in-house resource with external domain expertise supporting interface with key online retailers – Tmall/Alibaba, JD.com, Amazon
- › Supported by brand protection activities

#### Innovation & development capability



- › Dedicated in-house resource and newly created team supporting key brands in the development of new line extensions

### Brand-specific support activities

#### Regulatory expertise



- › Global capability with deep domain expertise across all categories of licensed medicinal products. A proven ability to register products in new territories and handle registration transfers and other complex regulatory projects

#### Medical/claims expertise



- › Key to supporting our focus on clinically valuable products & essential to supporting our licensed medicines
- › Data generation to support core claims in key markets and for the development of new claims and horizon scanning of the evolving regulatory landscape

#### Supply chain management



- › Global sourcing and supply chain capability built up over 20+ years with a mix of local and centralised resource
- › Excellent relationships with c.60 CMOs; effective performance management and ongoing programmes to drive efficiency through cost of goods reduction