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

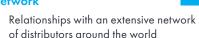
Commercial activities

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



 Sales specialists located in key territories with responsibility for managing key accounts and partnering with distributors on e-commerce initiatives

E-commerce capability



Supported by brand protection activities

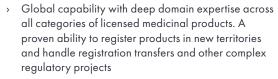
Innovation & development capability



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

Brand-specific support activities

Regulatory expertise





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



> Excellent relationships with c.60 CMOs; effective performance management and ongoing programmes to drive efficiency through cost of goods reduction



