

Our Strategy

Our strategy enables us to deliver on our purpose and to progress towards our vision of being a leading international healthcare business, built around products that are clinically valuable to patients. Our strategy is focused around four key elements:

	Maximising brand potential	Acquiring & integrating new products
	<p>To deliver organic growth – achieved through:</p> <ul style="list-style-type: none"> ■ Insight-led marketing activity to increase brand awareness (consumer products) ■ Extending geographical reach, through new distributor partnerships ■ Range development and extension <p>Growth opportunity is primarily around our Consumer Healthcare brands</p>	<p>To deliver incremental growth – selective approach:</p> <ul style="list-style-type: none"> ■ Taking advantage of operating synergies – geographic & product type ■ Refreshing/complementing our portfolio <p>Targeting products that are clinically valuable to healthcare consumers/patients</p>
Our focus & key achievements in 2020	<p>Putting in place new distributor relationships to support Nizoral sales post transition</p> <p>Developing a new formulation for Nizoral / Triatop in China and commencing commercialisation</p> <p>Developing our marketing capabilities through implementation of our Marketing Excellence programme</p>	<p>Completing the strategic acquisition of Biogix Inc/Amberen in the US</p> <p>Continuing to identify and evaluate potentially suitable acquisition opportunities; we reviewed just under 100 opportunities in 2020</p> <p>Substantially concluding the Nizoral transition process with J&J</p>
Associated CSFs*	1 4 5 7 8	1 2 3 7 8
KPIs	<p>10 new distributor agreements signed (2019: 18)</p> <p>Consumer Healthcare see-through revenues accounted for 68% of total see-through sales (2019: 64%)</p> <p>Kelo-cote see-through revenues +12% vs 2019; Nizoral see-through revenues +4% vs 2019</p>	<p>96 acquisition opportunities reviewed (2019: 131)</p> <p>1 strategic acquisition completed (2019: 0)</p>
Our priorities in 2021	<p>Realising the growth potential from Amberen as we bring this brand fully into our business</p> <p>Increase our focus on innovation and product development to maintain the relevance of our brands to consumers, through implementation of a new Innovation & Development ('I&D') process</p>	<p>Integrating Biogix Inc / Amberen into Alliance</p> <p>Continuing to identify and evaluate potentially suitable acquisition opportunities – strong pipeline</p>
Principal risks	1, 3–13	2, 5, 8–13

* Underpinning our strategy are eight Critical Success Factors ('CSFs') – the operational priorities for the business which are considered to be key to the successful delivery of our strategy.

People



75

new hires in 2020 (employees + contractors)

Investing in people

Continuing to invest in our people and in developing Alliance's strong, collaborative culture

Acting responsibly

To maximise the value created for all our stakeholders, through managing our business in a responsible and sustainable way

Our focus & key achievements in 2020

Ensuring the safety and wellbeing of our employees through the coronavirus pandemic

Putting in place new support systems, as necessary to enable employees to stay connected and engaged whilst working remotely

Becoming Great Place to Work-Certified™ ('GPTW') in both the UK and China



Developing our internal ESG framework to maintain oversight of all relevant ESG activities (new initiatives and those already forming part of existing business operations)

Initiating key projects, including Know Your Supplier ('KYS') and Know Your Customer ('KYC') to provide additional assurance on our end-to-end supply chain activities

Rolling out tailored online compliance training to all employees, to increase awareness of legal requirements and associated compliance risks

Associated CSFs* 6 | 7 | 8

5 | 6 | 8

KPIs

75 new hires in 2020 (employees + contractors)

54 new employees in 2020

Employee turnover: <1%

1,359 course completions for the online compliance training modules, equating to more than 1,500 hours of study

Our priorities in 2021

Continue on our engagement journey, through actioning findings from the GPTW survey

Develop blueprint for future ways of working, as COVID-19 restrictions are lifted

Continue to progress key ESG-related initiatives, such as KYS/KYC

Progress evaluation of other potential ESG-related workstreams – including around product packaging

Maintain levels of compliance training, with increased focus on tailoring training for individual roles

Principal risks 5, 7, 10, 12, 13

3–10, 12, 13