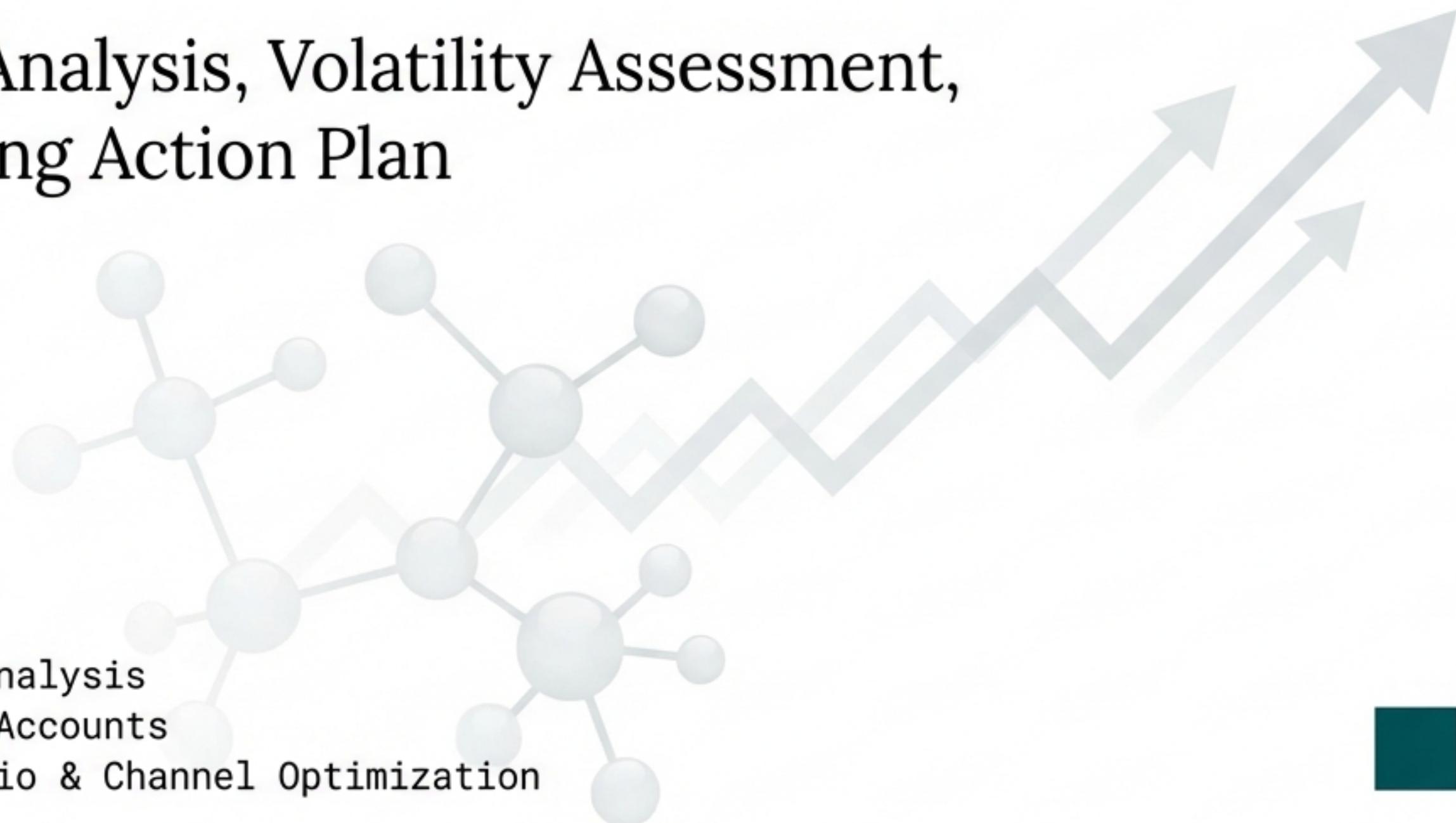


STRATEGIC PERFORMANCE REVIEW & GROWTH ACCELERATION ROADMAP

2017-2022 Market Analysis, Volatility Assessment,
and Forward-Looking Action Plan



EXECUTIVE SYNTHESIS: FROM VOLATILITY TO SUSTAINABLE GROWTH

SITUATION

15.15M

Total 6-Year Revenue

56.8% of value driven by
Chain Pharmacies.

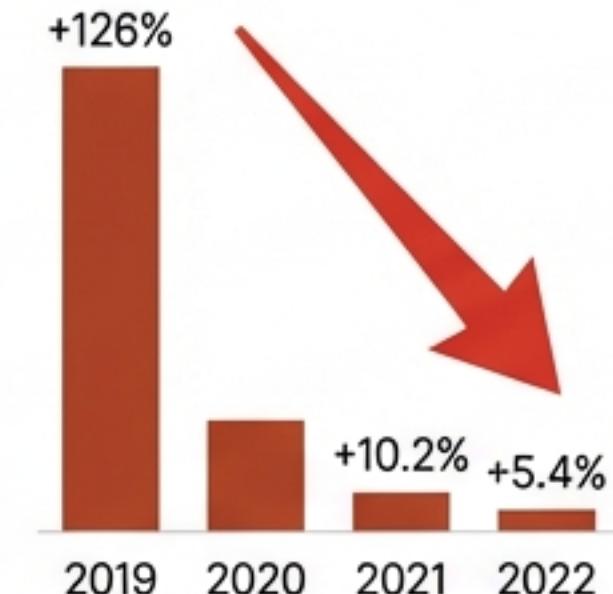


COMPLICATION

+5.4%

Significant Deceleration

Growth slowed from +126% (2019)
to +10.2% (2021) to +5.4% (2022).



RESOLUTION

The Three-Pillar Strategy



Diabetes Bundling (Protect Core)



Q4 Seasonal Activation (Fix Volatility)



Horizontal Expansion (Fill White Space)

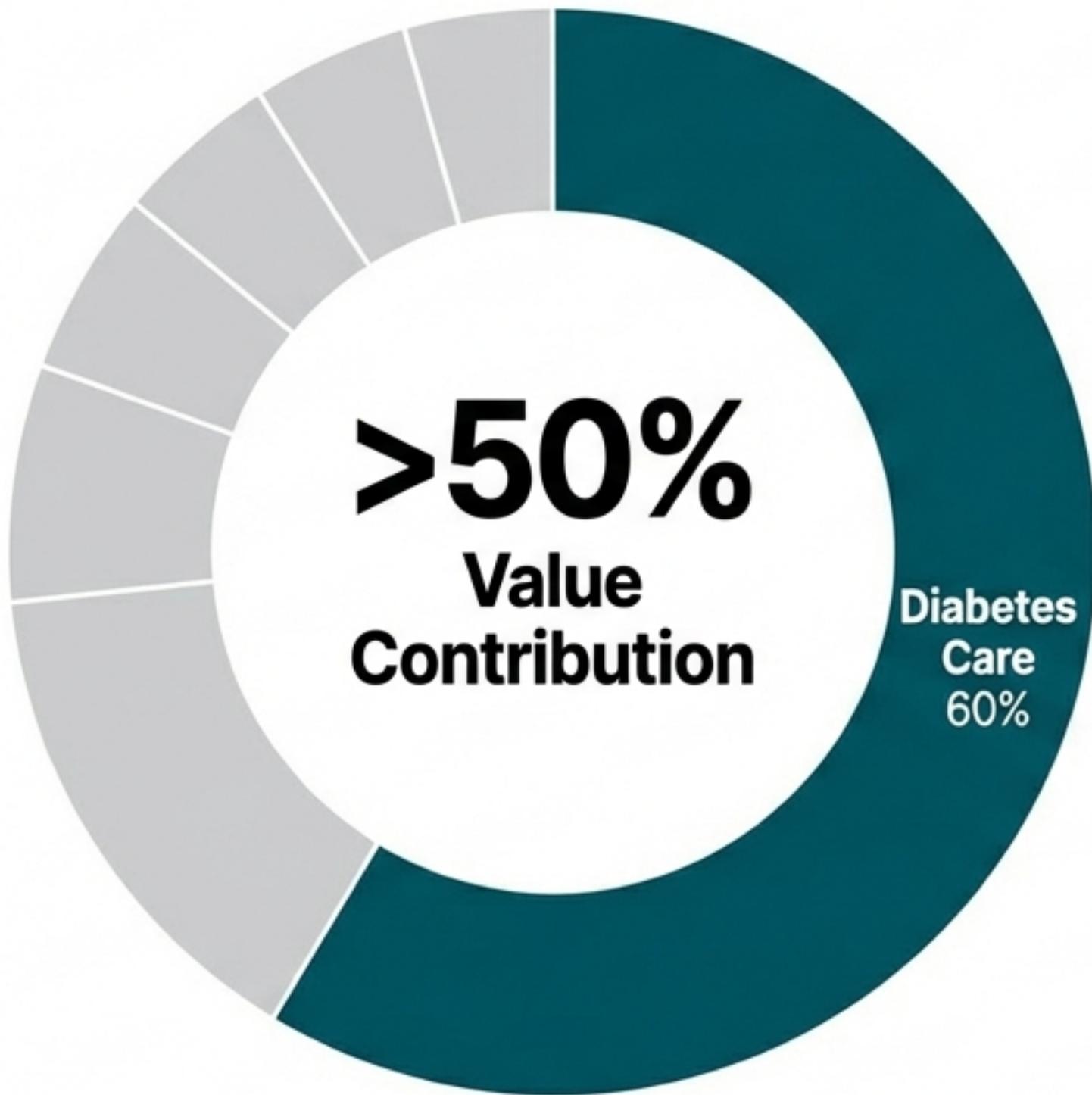
IMPACT

+2–4%

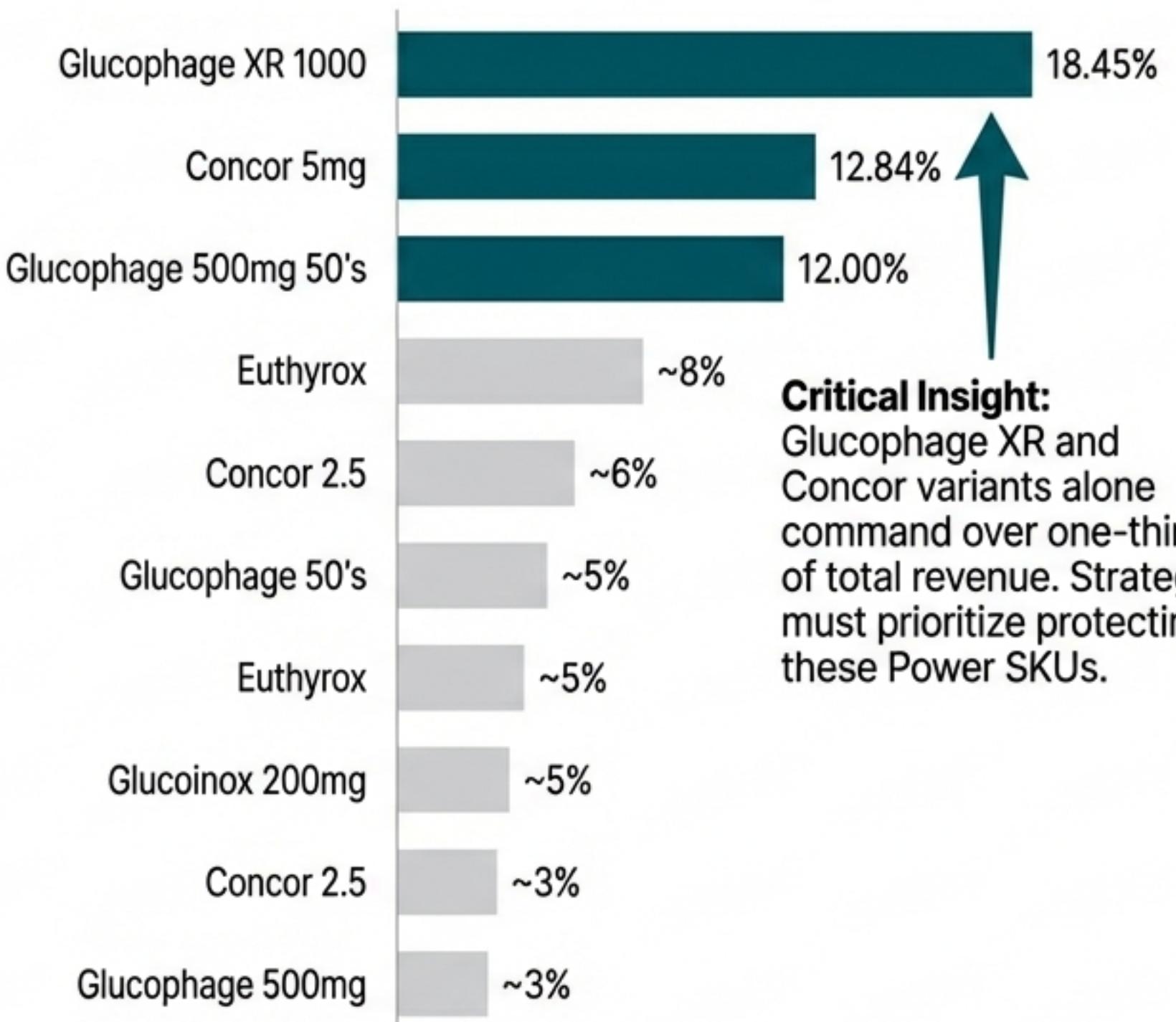
Projected Growth Recovery

Recapture of 10–15% seasonal revenue dips.

PORTFOLIO CONCENTRATION: DIABETES CARE ENGINE DRIVES >50% OF VALUE

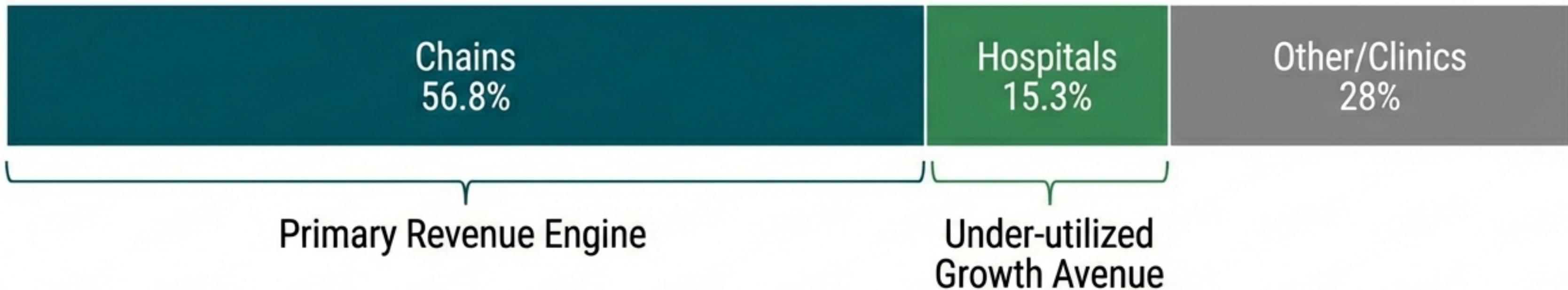


TOP 10 PRODUCTS (RANKED)



Critical Insight:
Glucophage XR and
Concor variants alone
command over one-third
of total revenue. Strategy
must prioritize protecting
these Power SKUs.

CHANNEL ARCHITECTURE: HIGH RELIANCE ON CHAIN PHARMACIES

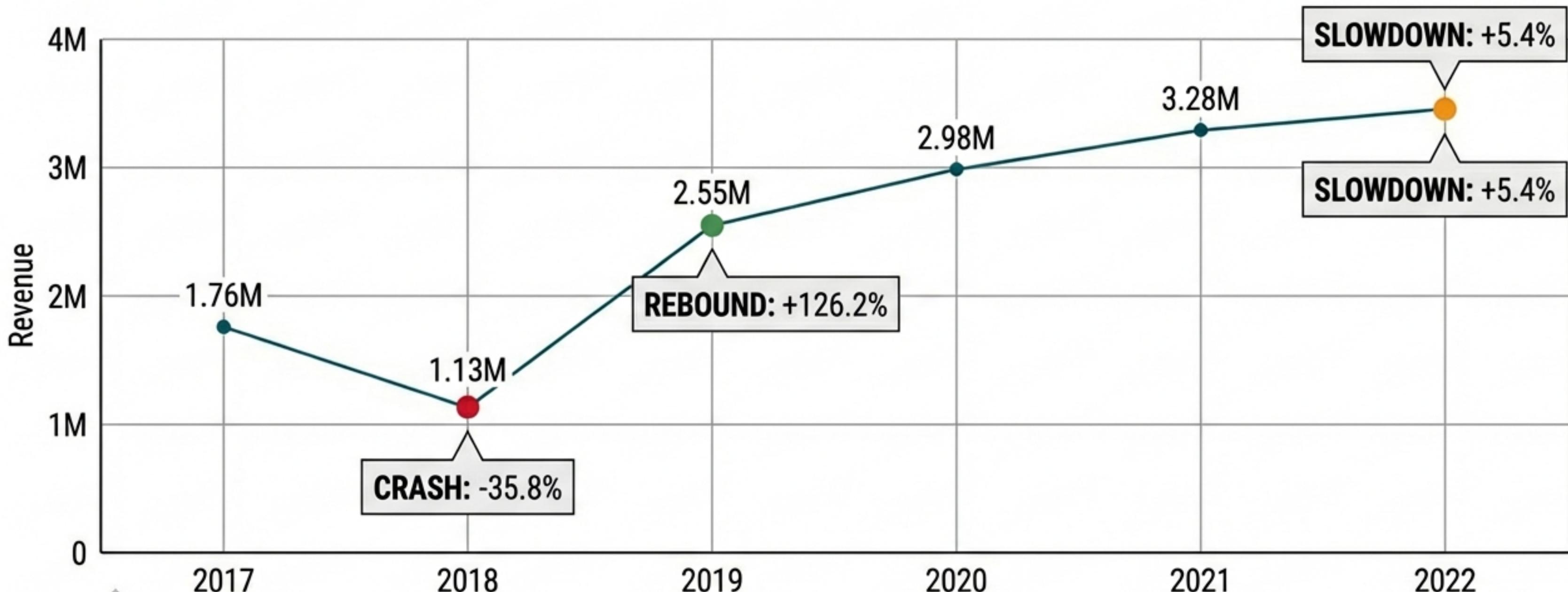


Top 5 Customer Groups (Revenue Leaders)

1. Royal
2. Pharmazone
3. KOC
4. Aaw
5. Dar Al Shifa

Chain agreements are the single biggest lever for immediate impact, but the Hospital gap suggests a vertical opportunity.

HISTORICAL PERFORMANCE: POST-RECOVERY GROWTH IS STABILIZING



Insight: The explosive recovery of 2019 has normalized. The +5.4% growth in 2022 indicates the business has reached a new plateau, requiring active intervention.

2022 SNAPSHOT: A YEAR OF DECELERATION AND CONSOLIDATION

Total Revenue

3.46M

+5.4% YoY



Below Expectation

Top Drivers

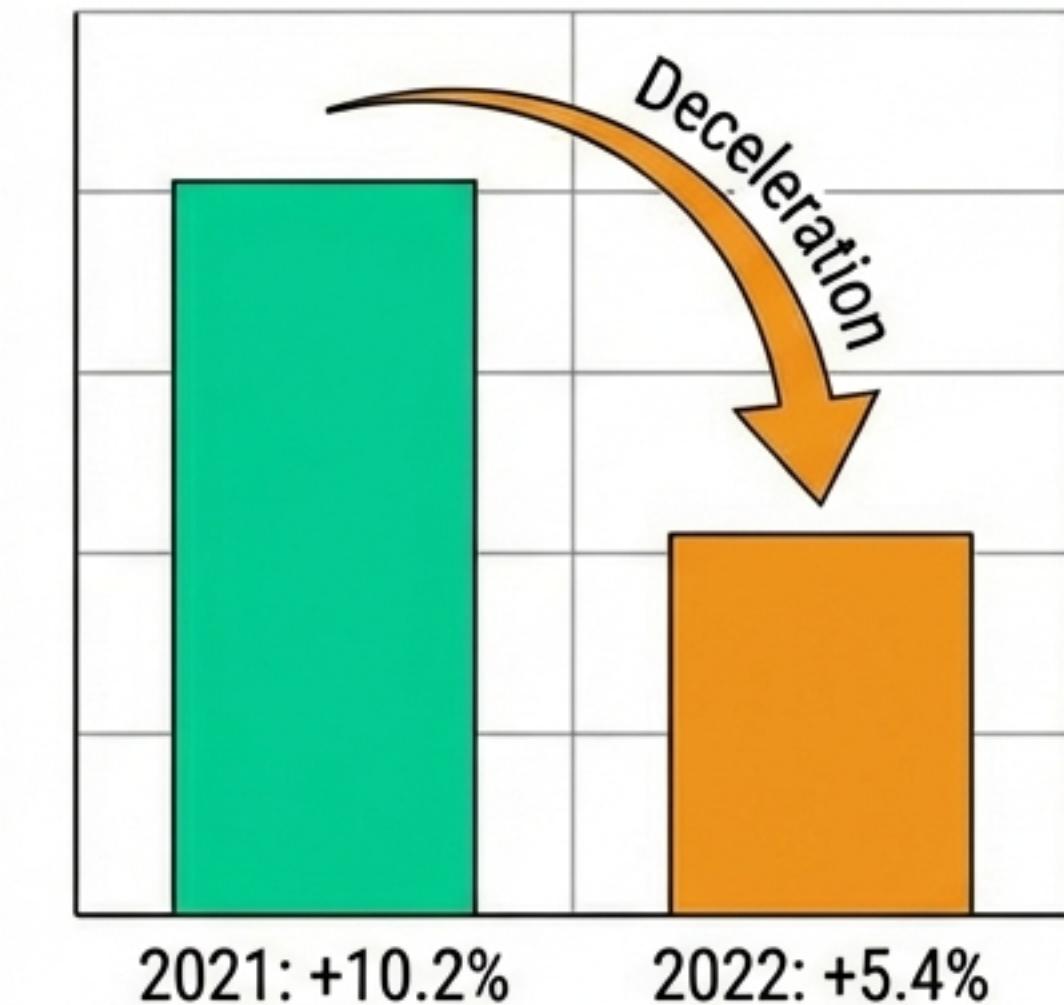


Top Product:
Glucophage XR
1000 (0.75M)



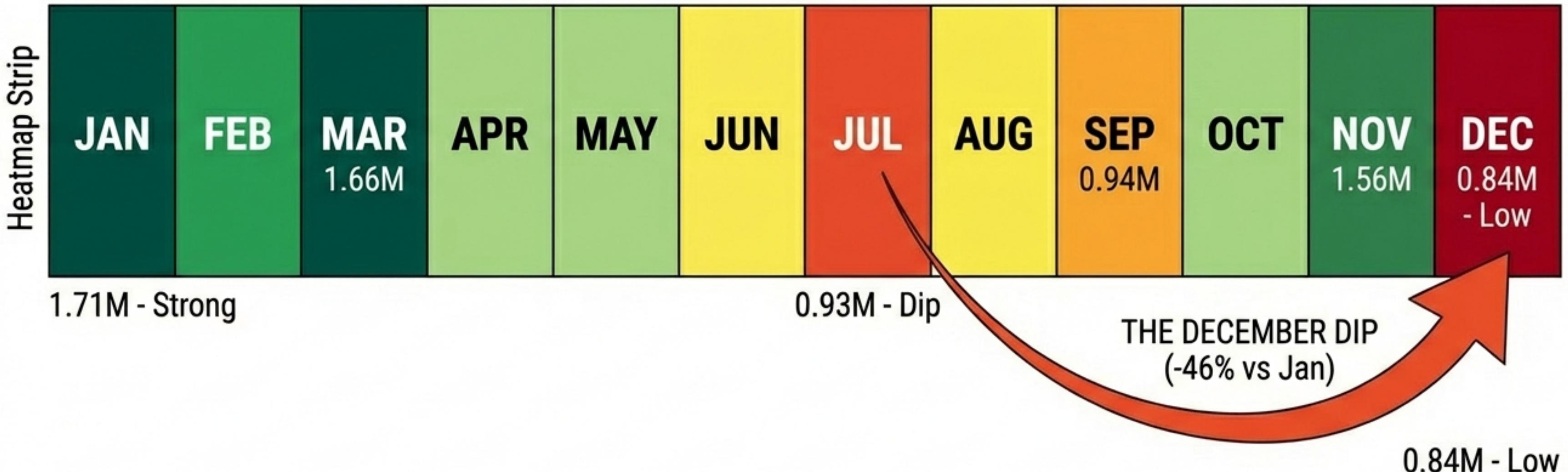
Top Channel:
Chains (2.00M)

Growth Velocity



2022 confirmed the slowing trend. Protecting the 2.00M Chain revenue is the immediate priority for 2023.

SEASONALITY ANALYSIS: OPERATIONAL GAPS IN MID-YEAR AND YEAR-END



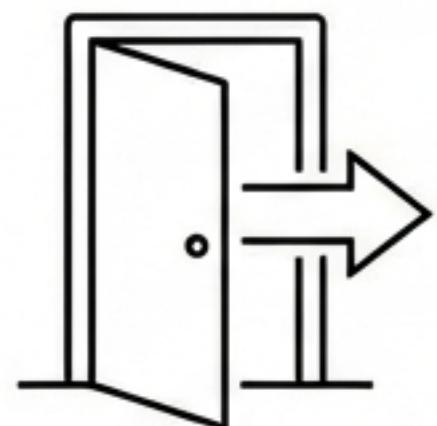
Insight: Operational gaps in July and December erode annual gains.
These are prime windows for Counter-Cyclical promotional activity.

MARKET PENETRATION: THE 88% WHITE SPACE OPPORTUNITY

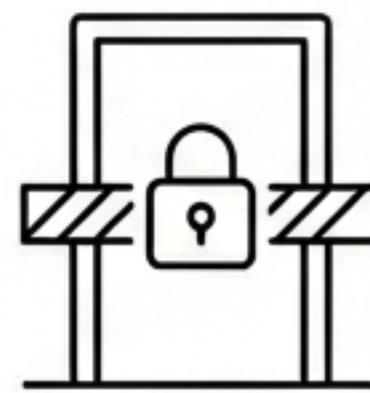
Understanding 'Zero Sales'

Analysis of the Product x Account matrix reveals significant whitespace.

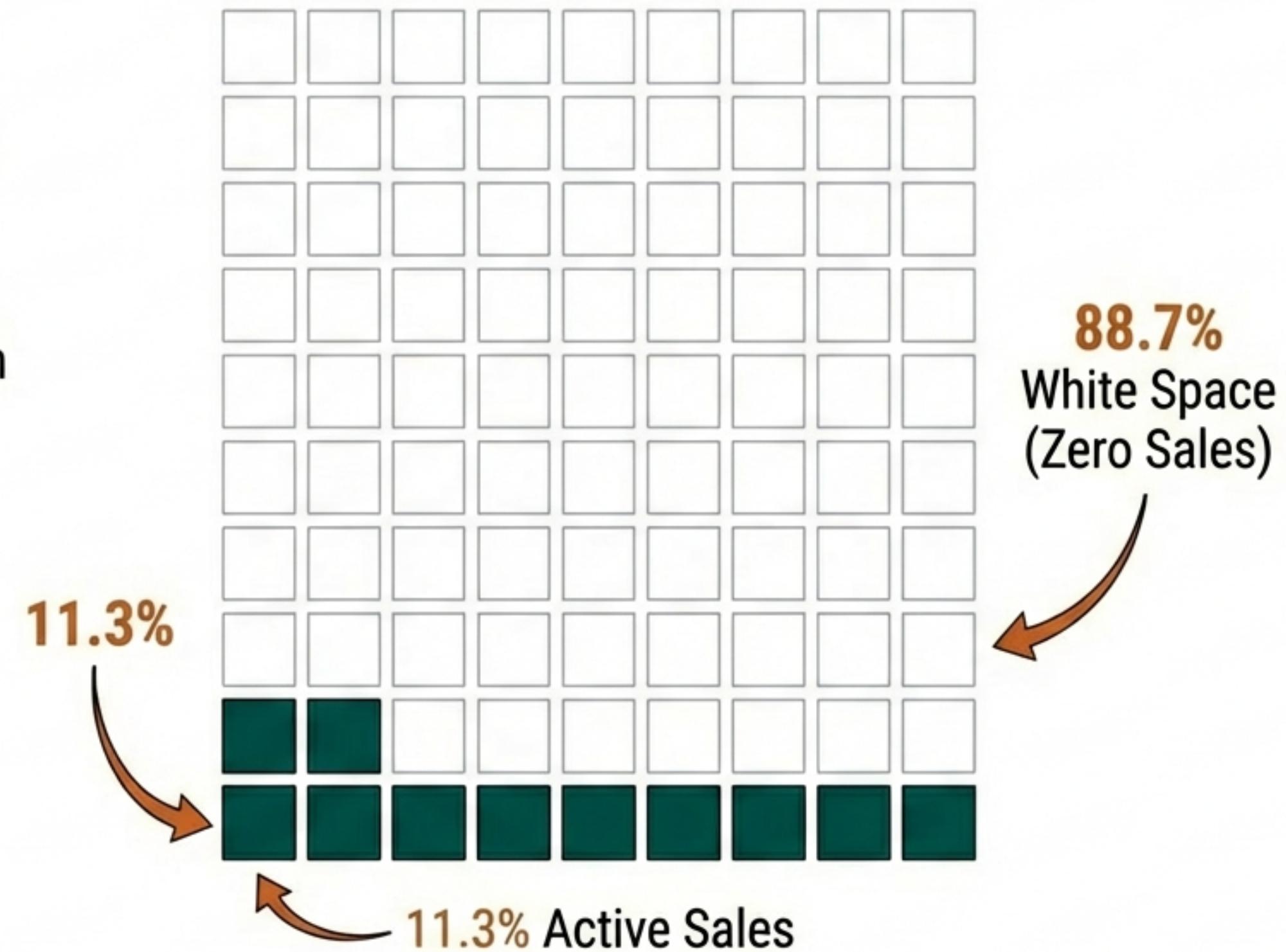
- **Current Footprint:** Highly concentrated.
- **Opportunity:** Low horizontal penetration suggests upside through new door acquisition.



Open Door
Opportunity



Current
Barriers



THE STRATEGIC PIVOT: THREE LEVERS TO RE-ACCELERATE GROWTH

1. PROTECT & PENETRATE



Focus: Chains & Portfolio

Action: Annual Agreements
& Diabetes Bundles

2. COUNTER-SEASONALITY



Focus: Volatility Fix

Action: Q4 'Health Check'
& Summer Promos

3. HORIZONTAL EXPANSION



Focus: White Space

Action: Top-50 'Zero
Account' Acquisition

COMBINED GOAL: +2–4% REVENUE GROWTH ABOVE BASELINE

LEVER 1: THE 'DIABETES CARE' BUNDLE STRATEGY

Glucophage XR 1000

Glucovance

Glucophage XR 500/750

Unified Bundle Discount

- Mechanism: Tiered volume discounts (MDF) tied to monthly targets.

Target Accounts

Focus on Top Groups: Royal, Pharmazone.

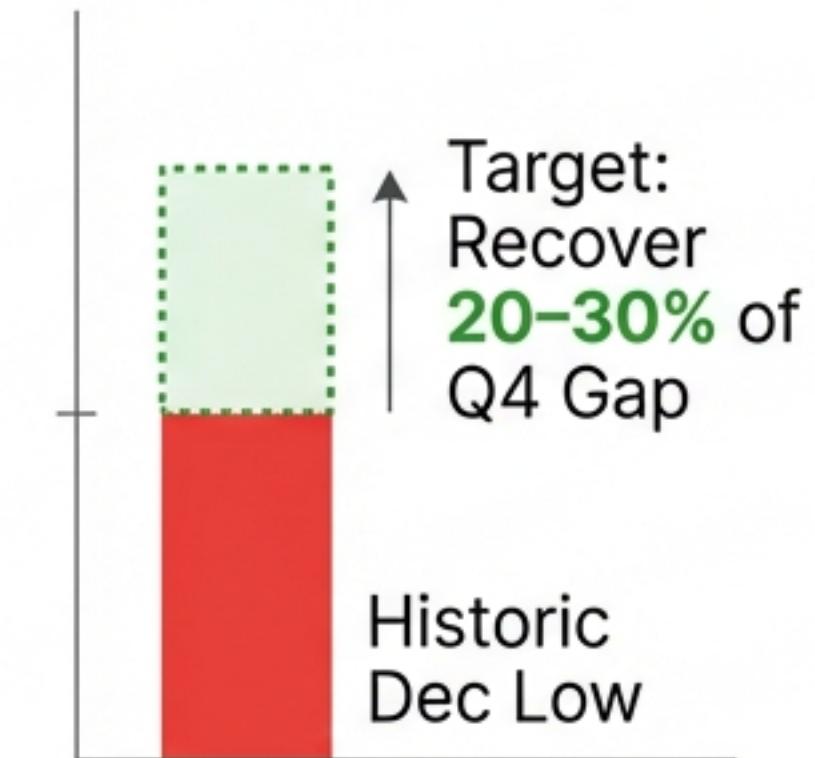
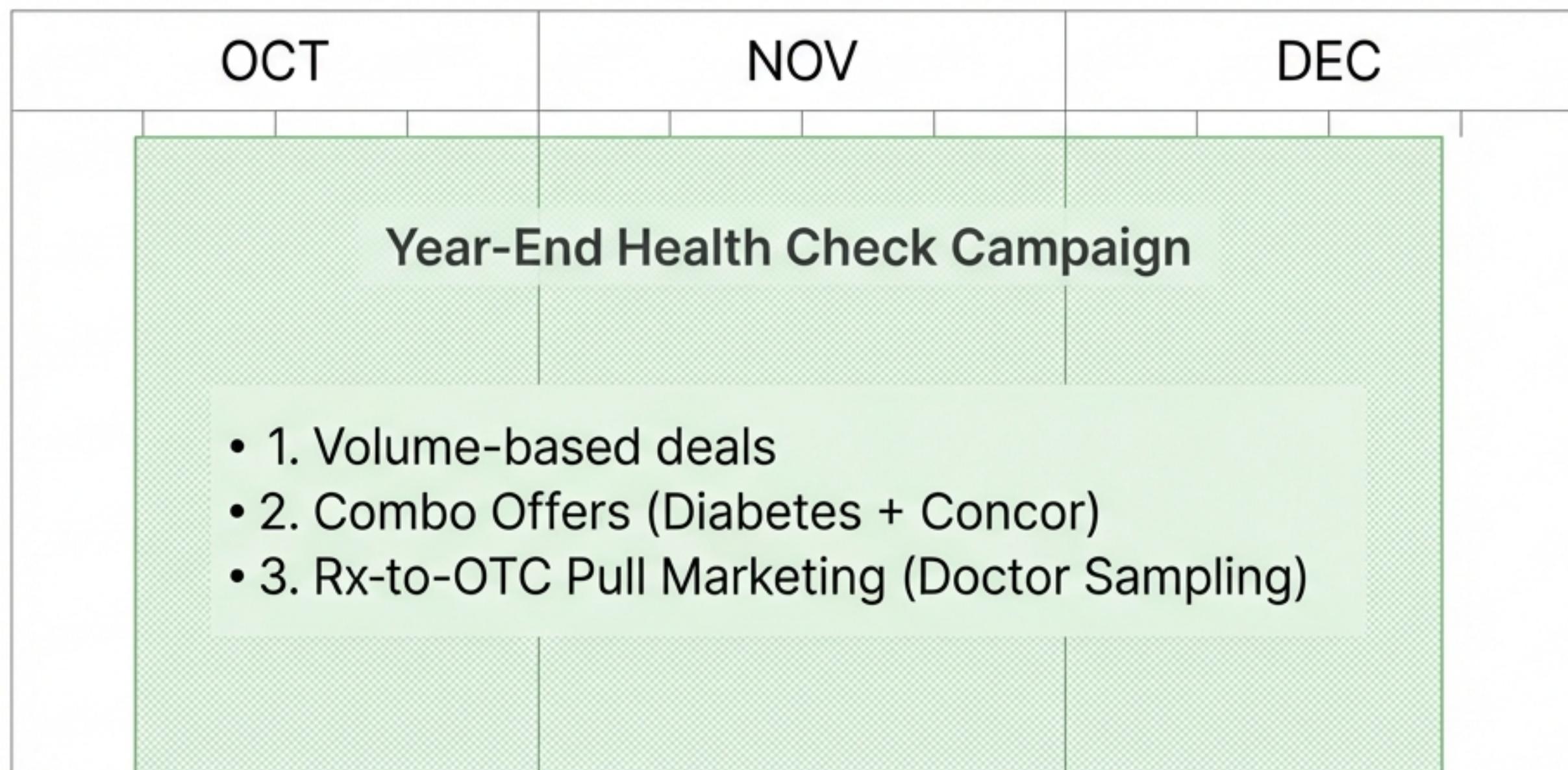
Objective

Protect the 56.8% Chain contribution and increase XR mix.

Projected Impact

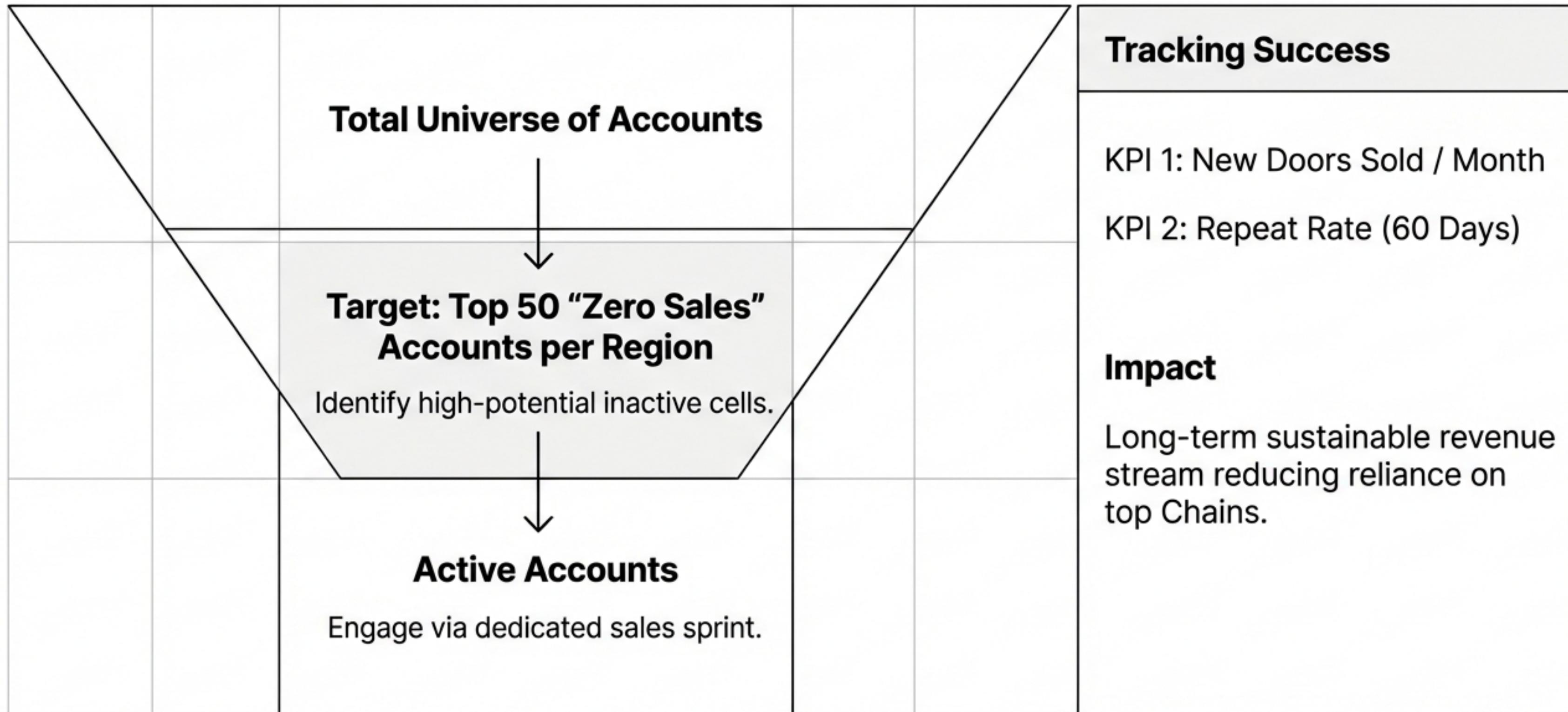
+1.5–2.5% Growth

LEVER 2: Q4 & SEASONAL ACTIVATION PLAN

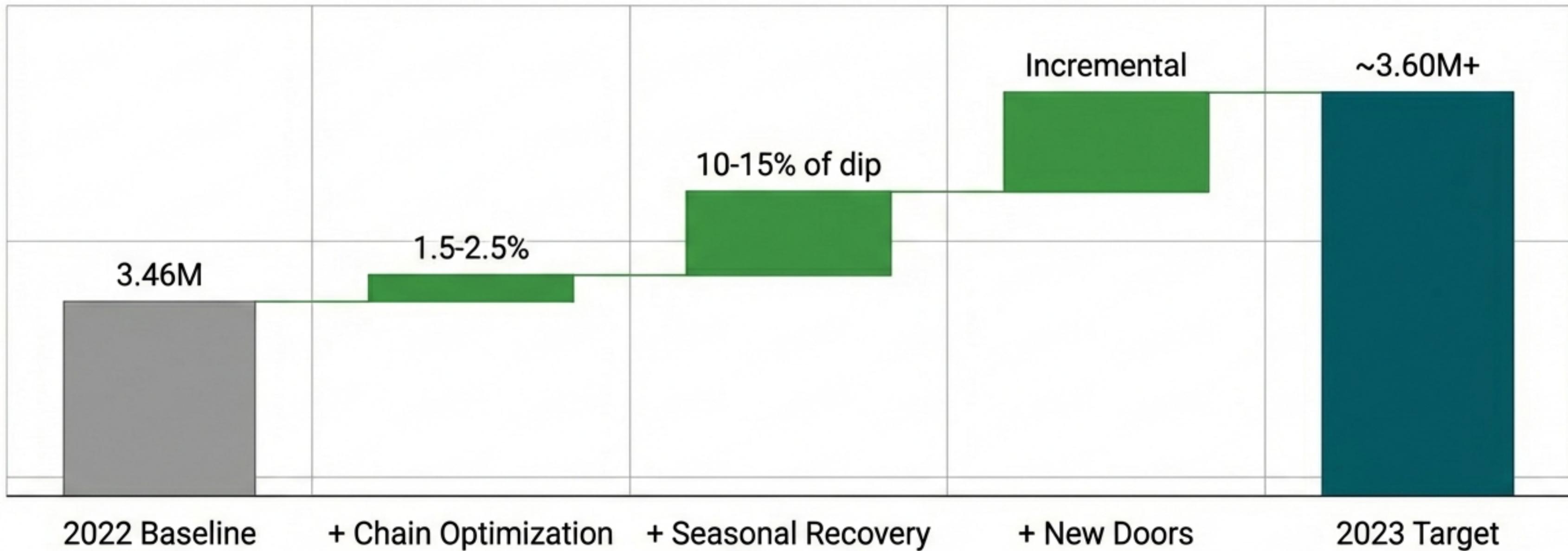


Convert **10-15%** of seasonal loss into revenue.

LEVER 3: HORIZONTAL DOOR EXPANSION PROGRAM



IMPACT ASSESSMENT: PATH TO +4% GROWTH RECOVERY



By pulling these three levers, we move from passive stabilization (+5.4%) back toward double-digit growth potential.

IMPLEMENTATION ROADMAP: 2023 EXECUTION TIMELINE

	Q1			Q2			Q3			Q4		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Pillar 1: Chains	Sign Annual Agreements (Royal/Pharmazone)											
	 Launch Bundle											
Pillar 2: Expansion				Zero Account Sales Sprint								
				Top 50 Identification								
Pillar 3: Seasonality						Summer Defense Promo				Year-End Health Check Campaign		
						 Q4 Push Kickoff						

SUMMARY & IMMEDIATE NEXT STEPS

- Approval of Chain Agreement MDF structure
- Authorization of Q4 volume-based discount bands
- Validated list of Top-50 ‘Zero Accounts’ per region

The data indicates strong core demand but operational inefficiencies. Executing this plan shifts us from “managing volatility” to “driving expansion”.