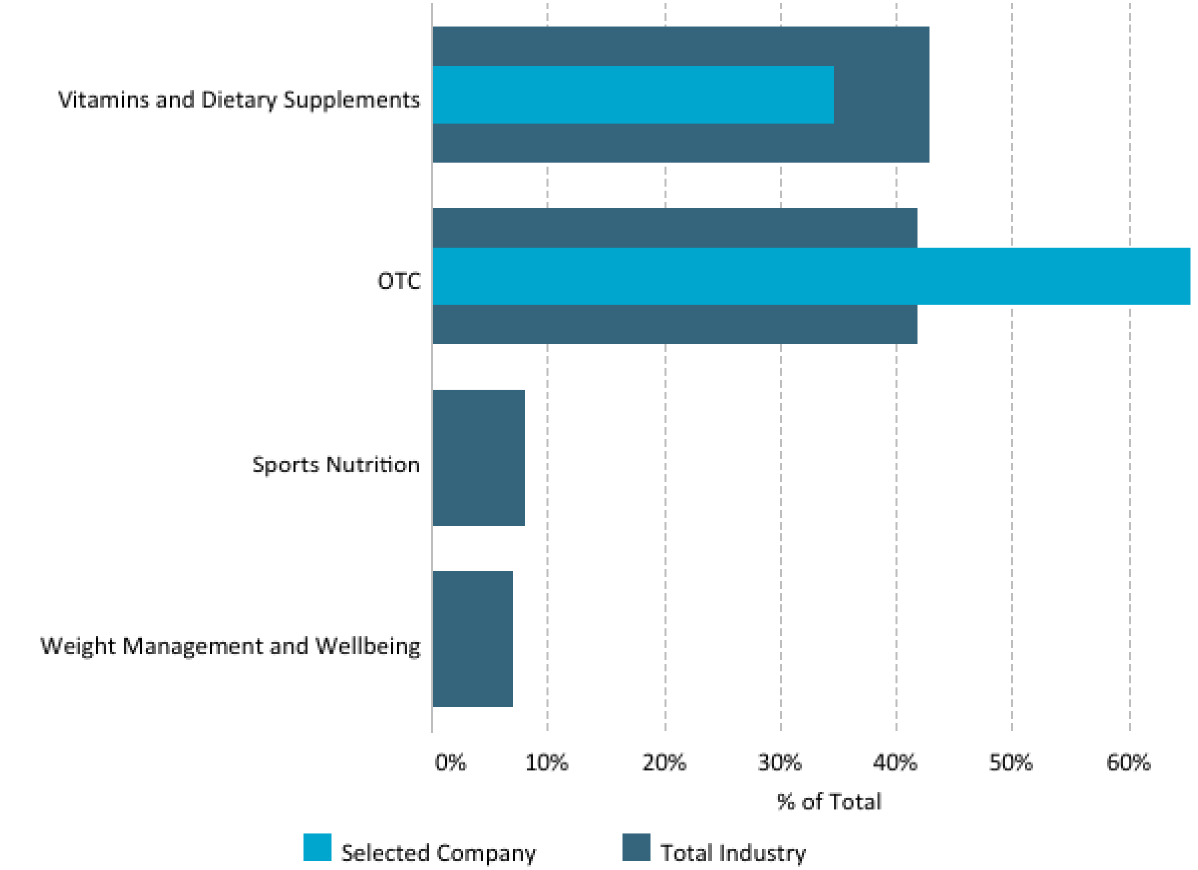
SCOPE OF THE REPORT

Scope

Procter & Gamble Co, The vs. Consumer Health: Distribution of Sales by Category, 2021

Company Retail Sales RSP - USD million - Current - Fixed 2021 Exchange Rates



Disclaimer

Much of the information in this briefing is of a statistical nature and, while every attempt has been made to ensure accuracy and reliability, Euromonitor International cannot be held responsible for omissions or errors.

Figures in tables and analyses are calculated from unrounded data and may not sum. Analyses found in the briefings may not totally reflect the companies' opinions, reader discretion is advised.

Please add report abstract here (no more than 500 characters, including spaces): P&G ranks ninth globally in consumer health, benefiting from well-known brands such as Vicks, Metamucil, Pepto-Bismol, Neurobion and Agile. Despite competition from well-established pharmaceutical companies such as GSK, P&G witnessed growth in 2020-2021, driven by product innovation focusing on holistic health and wellness trends and symptomatic relief of flu and COVID-19 symptoms.

Executive summary

Procter & Gamble maintains top 10 position within consumer health in 2021	Consumer health contributed strongly to P&G's growth, with a single-digit increase in 2021. This was attributed primarily to respiratory products such as Vicks as a more intense cough, cold and flu season along with new COVID-19 waves set in, and following relaxation of COVID-19-related movement restrictions of 2020. Its other key brands such as ZzzQuil, Metamucil, Pepto-Bismol, Prilosec OTC, Align and Neurobion also benefited from broader holistic health and wellness trends.
US continues to be the key market across categories of CCAs, VDS, digestive remedies and sleep aids	North America and Western Europe account for largest brand presence for P&G's consumer health product, especially the US, dominating through extensive product lines for its brands. Key categories continue to be CCAs, followed by VDS, digestive remedies and sleep aids.
Well-established global brand presence for Vicks proves to be a key asset for Procter & Gamble	Vicks is the leading global brand within CCAs. Apart from continuing to provide symptomatic relief for coughs, colds, flus and sore throats, the brand has broadened its scope to serve as a holistic treatment and preventative brand for respiratory ailments ranging from sinus, disease immunity and drug-free natural support.
Growth likely to stem from extending product lines from existing power brands in key markets globally	P&G's consumer health segment is to further benefit by expanding its current brand lines to other geographic regions especially in the CCAs and VDS categories. With COVID-19 expected to taper slowly but surely and seasonal flu rates to rise over the forecast period, there will be growing interest in VDS targeted at strengthening immunity and promoting wellness.

State of Play

Exposure to Future Growth

Competitive Positioning

Dietary Supplements

Cough, Cold and Allergy Remedies

Key Findings

Appendix

STATE OF PLAY

Procter & Gamble maintains top 10 ranking in 2021

Top 10 Companies in Consumer Health: Key Facts and Figures, 2021

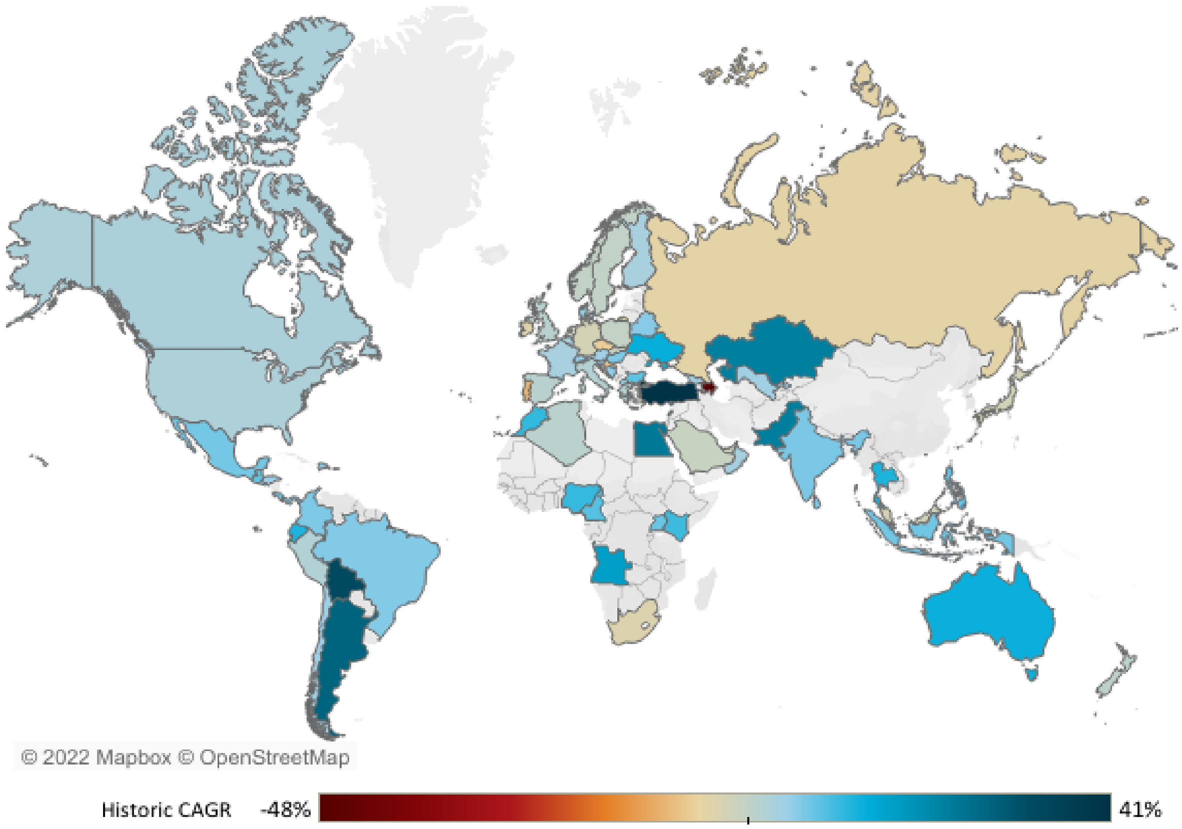
Company Retail Sales RSP - USD million - Current - Fixed 2021 Exchange Rates (Historic Period: 2018-2021 and Projected Period: 2021-2024)

Max. Company Rank in Current Year	Global Brand Owner	Company Sales	Company Shares	Historic CAGR	Projected CAGR	Absolute Projected Growth
1	GlaxoSmithKline Plc	15,326	5%	4%	5%	4,401
2	Johnson & Johnson Inc	9,527	3%	4%	4%	2,499
3	Bayer AG	8,705	3%	4%	5%	2,579
4	Sanofi	6,652	2%	2%	5%	2,088
5	Herbalife Nutrition Ltd	6,431	2%	7%	6%	2,582
6	Amway Corp	4,798	2%	3%	5%	1,570
7	Reckitt Benckiser Group Plc (RB)	4,776	2%	2%	5%	1,516
8	Nestlé SA	4,182	1%	7%	4%	1,038
9	Procter & Gamble Co, The	4,071	1%	3%	5%	1,298
10	By-health Co Ltd	2,965	1%	15%	8%	1,602

Note: Company projections are based on researched markets only and not directly comparable with historic data which includes modelled markets and top down adjustments

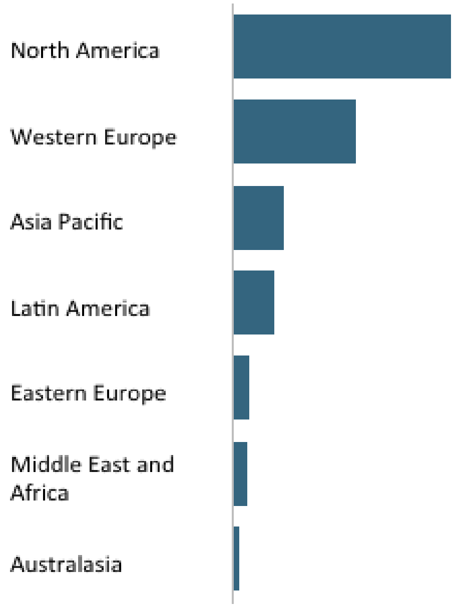
Procter & Gamble's global footprint

Consumer Health, 2021
Procter & Gamble Co, The
Company Retail Sales RSP - USD million - Current - Fixed 2021 Exchange Rates

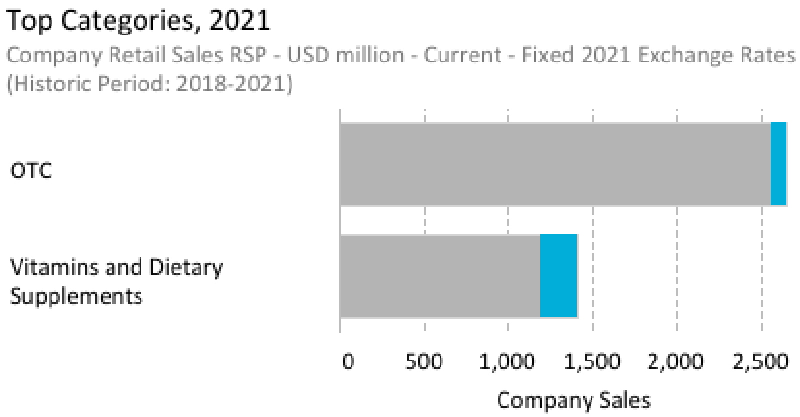


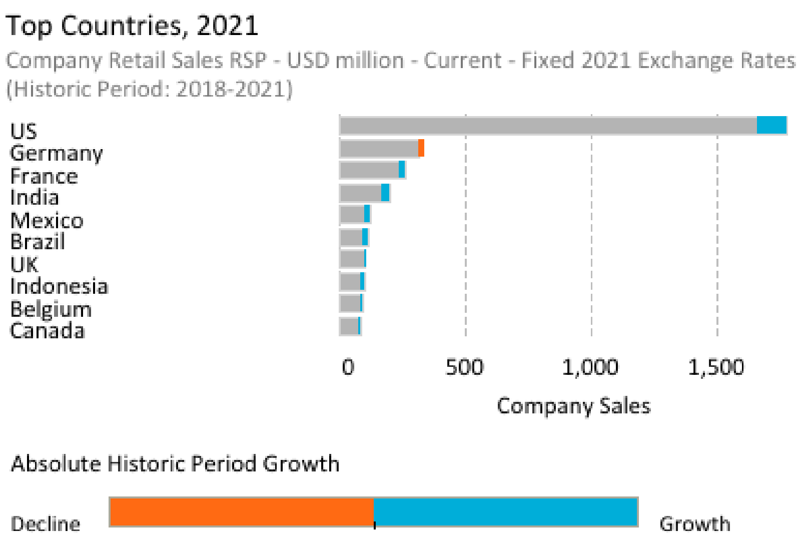
Global Company Sales, 2021
USD million
4,071

Regional Breakdown, 2021
USD million



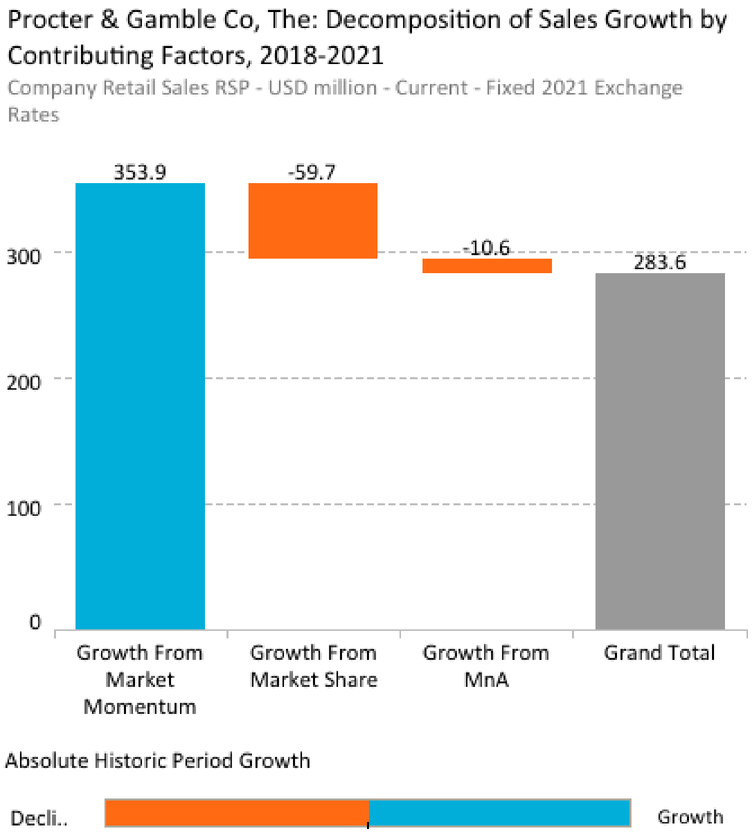
Company overview





- Procter & Gamble (P&G) is the ninth largest competitor in consumer health. The company's portfolio continues to be heavily skewed to OTC, with 65% of P&G's consumer health sales within this category. Nevertheless, the relevance of VDS in P&G's portfolio has increased significantly over the historic period, increasing its contribution from 16% of P&G sales in consumer health in 2016 to 34% in 2021.
- North America is the most important revenue-generating region for P&G, with sales accounting for 45% of total P&G sales in 2021. The US by itself accounts for 43% of P&G sales in consumer health globally, supported by its strong brand portfolio, including Vicks, ranked fourth in OTC in the US, and Metamucil, ranked seventh in herbal/traditional products.
- In 2018, sales outside the US were affected by the termination of the PGT Healthcare partnership between Teva and Procter & Gamble. The partnership was established in 2011 to market and distribute OTC medicines. In 2019, the company's presence in Asia, Europe and Latin America improved significantly after the acquisition of Merck KGaA and its health supplement portfolio.

P&G benefits from market momentum from well-established brands



Note: Decomposition data based on 78 researched countries, see appendix for methodology

- P&G's global consumer health sales witnessed total growth of USD284 million over 2018-2021. Growth from market momentum accounted for largest impact, or around USD354 million in sales value.
- P&G has significant presence in key categories of cough, cold and allergy (hay fever) remedies (CCAs) through Vicks and vitamin and dietary supplements (VDS) and digestive remedies through Neurobion, Metamucil and Pepto-Bismol. Such categories witnessed strong CAGRs during the historic period 2016-2021, with sleep aids at 10% and VDS at 5%, Among these categories, P&G has taken advantage of strong growth especially in sleep aids at 7% and VDS at 5%,
- Previous acquisitions up to 2019 extended P&G's footprint over the historic period. Such activities included the acquisition of the OTC healthcare business of Merck KGaA, which improved P&G's geographic footprint, brand portfolio and category exposure within personal healthcare. At the same time, P&G also dissolved the PGT Healthcare partnership, a joint venture with Teva Pharmaceutical Industries, for P&G to focus on its OTC consumer health business, returning several generic offerings to former parent Teva.

Passport

State of Play

Exposure to Future Growth

Competitive Positioning

Dietary Supplements

Cough, Cold and Allergy Remedies

Key Findings

Appendix

EXPOSURE TO FUTURE GROWTH

US to continue providing most growth opportunities

Procter & Gamble Co, The: Top 10 Growth Areas, 2021-2024

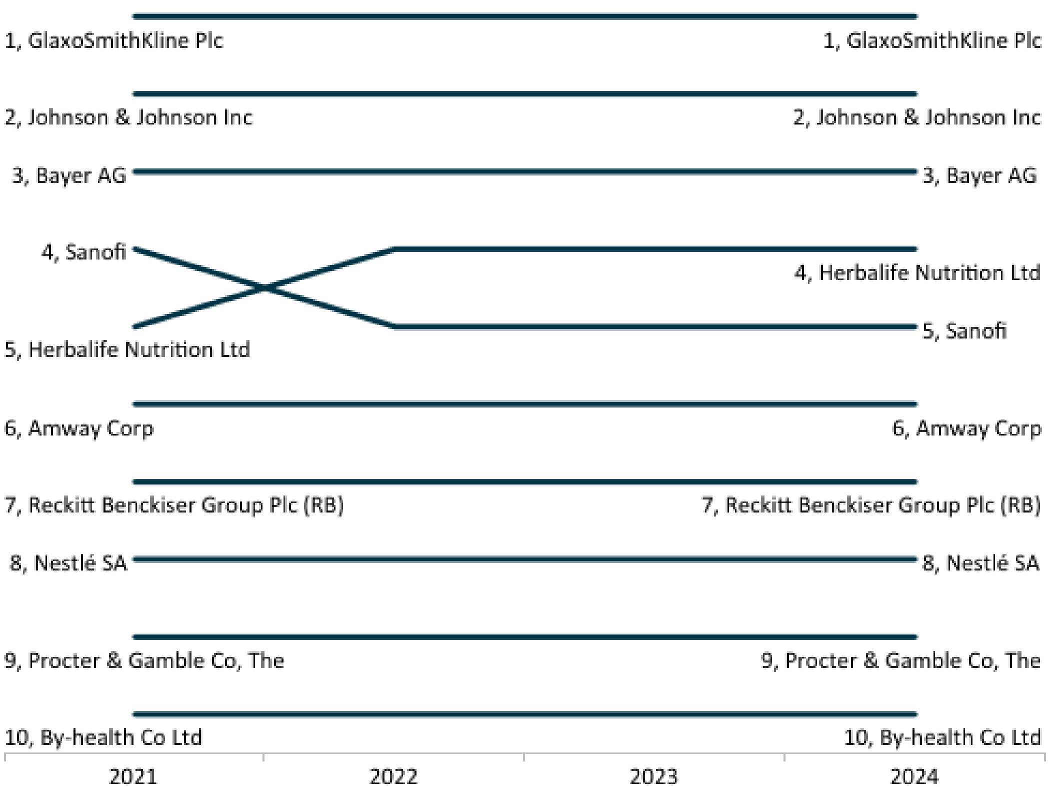
Company Retail Sales RSP - USD million - Current - Fixed 2021 Exchange Rates

Note: Absolute projected sales represent the net increase/decrease in annual sales between 2021 and 2024. See appendix for methodology on projected company sales.

- Within consumer health, US continues to be the most dominant market for P&G, though opportunities continue to deepen in markets across Europe, Latin America and Asia since the Merck OTC acquisition.
- The US continues to offer P&G the most opportunities during the forecast period through the company’s well-established presence across its powerbrands Vicks, Prilosec, Pepto-Bismol, Align, and Metamucil. Across this portfolio, the US is expected to generate USD 220 million of P&G’s consumer health revenue from 2021-2024.
- Brands such as Vicks continue to offer a broad portfolio, in this case around providing relief and treatment for respiratory illness like flu, sinus relief, and immune and sleep support through extensions like Vicks Vapo, VapoCOOL, FluTherapy. Such brand expansions into the company’s other key markets like India, Germany and Argentina are further expected to benefit P&G during the forecast period.

Top company rankings anticipated to remain largely unchanged

Procter & Gamble Co, The vs the Competition, 2021-2024



Note: Sales projections based on 78 researched countries, see appendix for methodology on projected growth

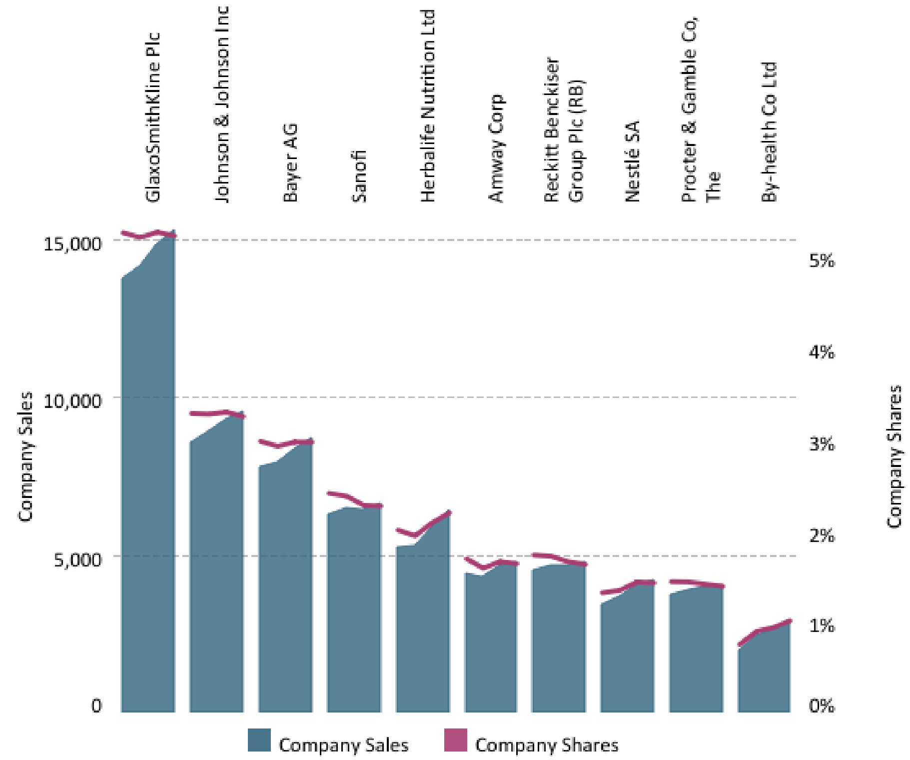
- The global pharmaceutical players are likely to maintain their strong foothold in consumer health due to their wide and well-established brand portfolios.
- GlaxoSmithKline (GSK) continues to benefit from brands such as Panadol, Voltaren and Advil, making the company the clear global leader in pain relief. Similarly, within VDS, it has brands such as Centrum and Caltrate and within digestive remedies, brands such as Eno, Nexium and Fenistil, all well known globally.
- Johnson & Johnson (J&J) benefits from brands such as Tylenol and Calpol for fever and pain relief, Zyrtec for allergies and Imodium for digestive remedies; while Bayer benefits from brands such as Aspirin for analgesics, cardiology and cough and cold remedies, as well as Redoxon, Supradyn and Elevit within VDS.

Competition from well-established players exists within VDS

- P&G ranked ninth in consumer health in 2021. While it benefited from having limited but key brands within CCAs, digestive remedies and VDS, it continues to face stiff competition from well-established pharmaceutical players with large brand portfolios.
- GSK remains the most dominant consumer health player since the joint venture with Pfizer in 2019, with brands such as Panadol and Centrum. Leading companies continue to grow by product innovations within the health, wellness and preventative space. Thus, with the ongoing COVID-19 pandemic, in 2021 the top 100 consumer health companies continue to dominate, representing 47% of the global market.
- In 2021, Nestlé entered the top 10 after the acquisition of The Bountiful Company, with brands such as Nature's Bounty and Solgar within VDS. Herbalife Nutrition continues impressive growth on the back of surging interest in direct selling in key emerging markets such as East Asia and Latin America.

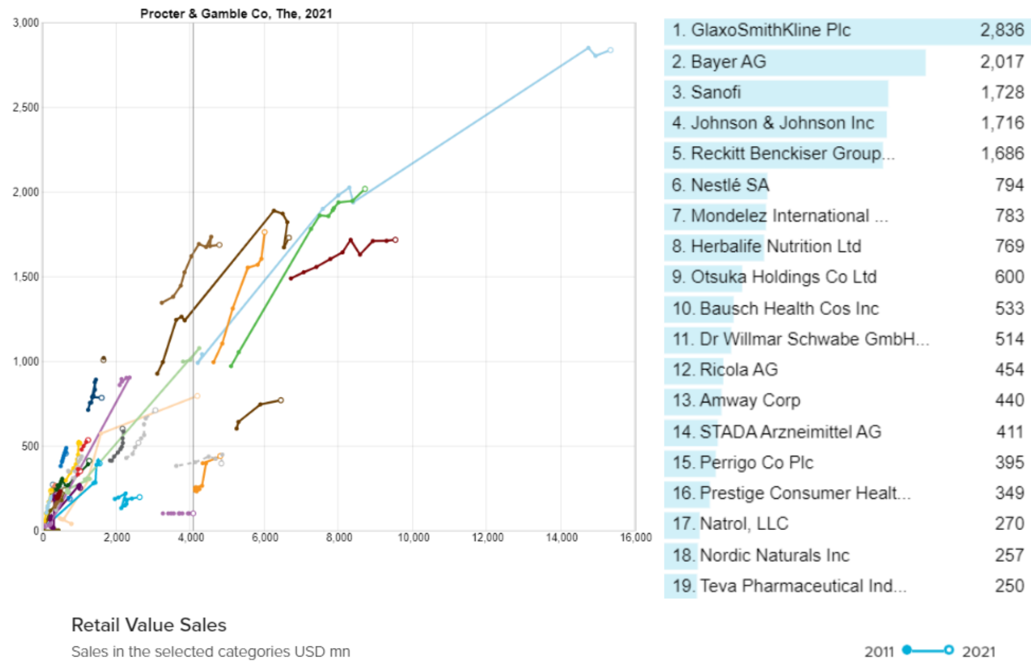
Top 10 Companies in Consumer Health: Sales and Shares, 2018-2021

Company Retail Sales RSP - USD million - Current - Fixed 2021 Exchange Rates USD million



GSK continues as most important competitor after key joint venture

Competitive Landscape of Procter & Gamble Co, The



Note: Actuals and Growth, Retail Value, GBO, USD mn, fixed ex rates, Consumer Health Consumer Goods

© Euromonitor International

How to read this chart: This scatter plot shows how the competitive landscape for the selected company has changed over time. The Y-axis shows market overlap, with companies trending upward becoming closer competitors to the selected company. The X-axis shows overall retail value sales for each competing company, with the vertical line showing the selected company's overall retail value sales in the final year under review. Competitors to the left of this vertical line are smaller than the selected company by overall retail value and companies to the right are larger.

- GSK remains the largest direct competitor to P&G, with a market overlap of USD2.8 billion in 2021. This is principally due to having strong presence globally and in the US; with a total of 160 common countries in categories CCAs, dietary supplements, digestive remedies and sleep aids.

This is followed by Bayer AG having a market overlap of USD 2 billion and common markets of 140 countries.

Sanofi and Johnson & Johnson also provide strong competition with a market overlap of USD1.7 billion, with common markets of 127 and 81 countries, respectively.

P&G witnesses strong competition from well-established brands. For example, Natrol is well known within VDS, but also has a top-rated melatonin sleep range, as awarded by Consumerlab.com.

COMPETITIVE POSITIONING

P&G benefits from strong positioning within CCAs

Procter & Gamble Co, The: Company Leadership Across Top Countries and Categories, 2021

	US	Germany	France	India	Mexico	Brazil	UK	Indonesia	Belgium	Canada
Cough, Cold and Allergy (Hay Fever) Remedies	5	1	4	1	3	7	6	5	1	6
Dietary Supplements	6	5	2	18	19	3	2	10	1	6
Digestive Remedies	4	19			3	12	7			10
Sleep Aids	1	7							5	4
Vitamins		9	6	4	9	10	5	7	2	
Analgesics		13	17		5	8			8	
Dermatologicals			6							
Paediatric Vitamins and Dietary Supplements			1					9	6	
Adult Mouth Care					3					

Note: Colour indicates company share in 2021. Range displayed: 0% to 39% in Retail Value RSP terms. Number indicates company rank in 2021. Range displayed: 1 to 19.

Company Share <=15% 30-50% >50%

Vicks continues to have presence across key markets

Procter & Gamble Co, The: Company Leadership Across Top Countries and Brands, 2021

	US	Germany	France	India	Mexico	Canada	UK	Brazil	Indonesia	Belgium
Vicks	16	3	50	4	8	36	43	14	22	6
Prilosec	55									
ZzzQuil	63					96				
Metamucil	89				72	34		132		
Align	78					42				
Pepto-Bismol	85				20					
Bion			1						95	
New Chapter	90									
Femibion		20								
Seven Seas				67			18			

Note: Colour indicates brand share in 2021. Range displayed: 0% to 4% in Retail Value RSP terms. Number indicates brand rank in 2021. Range displayed: 1 to 132.

Brand Shares <=1.5% 1.5-3.0% 3.0-5.0%

Finding added value as consumer focus turns to lifestyle conditions

- According to Euromonitor International's Voice of the Industry: Consumer Health Survey (March 2021), more than 70% of respondents stated that they are very or extremely focused on lifestyle conditions, such as those related to energy, sleep, anxiety/stress and cognition. There is blurring of lines between health and nutrition as consumers are prioritising product features tied to safety, efficacy and trust within consumer health for long-term health maintenance.
- Strong brand value benefit from long-built consumer trust. P&G continues to explore benefits and values along these lines through its power brand Vicks. The company has perfected line extensions and innovations that include Vicks NyQuil and DayQuil co-pack versions for consistent relief and HBP versions for consumers with high blood pressure. Such varieties have seen strong interest during COVID-19 as well. Drug-free alternatives such as Vicks Children's Botanicals made from ingredients such as elderflower.
- Vicks ZzzQuil, within sleep aids, also provides supplements, medicinal and aromatic options. ZzzQuil PURE Zzzs range naturally works with the body to support and regulate sleep cycles. Such varieties give consumers the choice to see what works for them during and beyond the pandemic.

DayQuil and NyQuil co-pack

Vicks Children's Botanicals

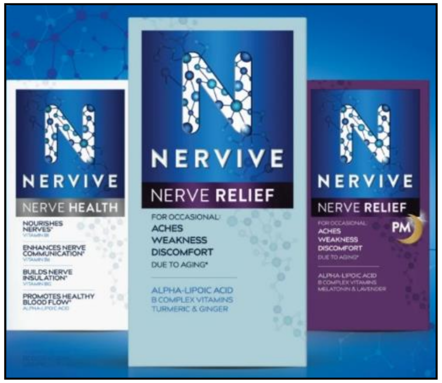
ZzzQuil product lines

Source: Brand websites

P&G's Neurobion sees popularity as vitamin for nerve functioning

- P&G's acquisition of Merck's OTC healthcare business included the successful supplement brands Neurobion and Dolo- Neurobion. These products have proven popular as a combination of B vitamins that are essential for proper functioning of nerves. In 2021, P&G launched Nervive nerve relief in the US to promote healthy nerves based on its experience of over 50 years with Neurobion.
- Globally, the most commonly available version is Neurobion. This contains the neurotropic B vitamins of B1, B6 and B12. The brand is well known for the support and treatment of neuropathy symptoms and is commonly recommended by doctors for such support. Target consumers include those effected by lifestyle diseases such as diabetes, smoking and alcohol as well as the elderly with health considerations.
- Brand extensions of Neurobion are also found in select countries. This includes Neurobion Forte aimed more towards prevention and available in countries such as the US. Dolo- Neurobion is available in countries in Asia Pacific such as the Philippines. It contains paracetamol and vitamins B1, B6 and B12, and relieves pain while promoting nerve regeneration. With targeted positioning and benefits that accrue to the expanding global elderly, the brand continues to have growth potential in many markets.

Neurobion



Nervive

Dolo-Neurobion

Source: Brand websites

State of Play

Exposure to Future Growth

Competitive Positioning

Dietary Supplements

Cough, Cold and Allergy Remedies

Key Findings

Appendix

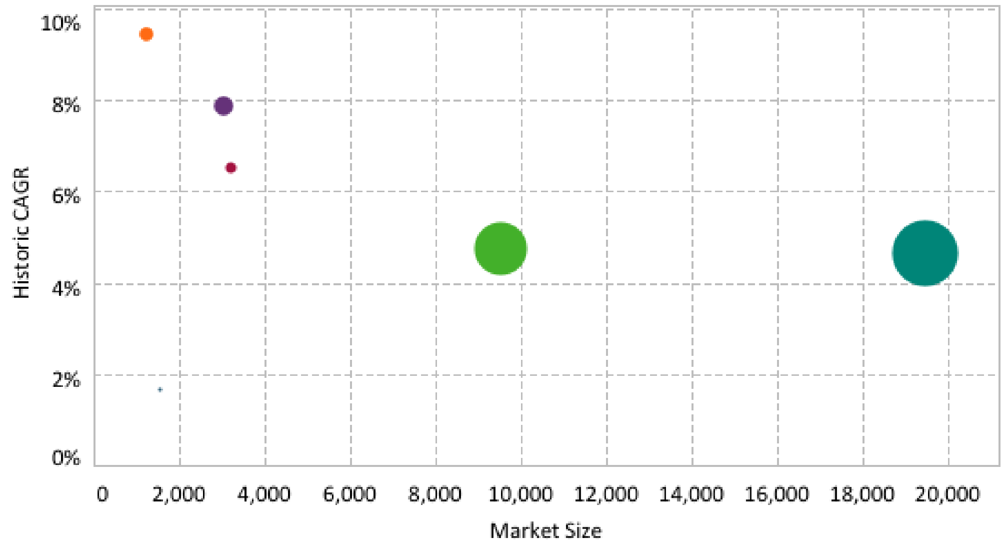
DIETARY SUPPLEMENTS

North America and Western Europe key dietary supplements markets

- P&G continues to be well positioned in dietary supplements ranking sixth within the category in 2021.
- Its key markets continue to be North America with 54% and Western Europe with 35% of value sales in 2021, which correspond to the second and third largest markets for dietary supplements globally at USD19 billion and USD10 billion, respectively. P&G can benefit increasing its limited presence, through brands such as Seven Seas, in Asia Pacific, which leads with USD38 billion in market size.
- Most dynamic growth comes from Middle East and Africa having historic CAGR of 9% and forecast CAGR of 5% followed by Latin America with historic CAGR of 8% and forecast CAGR of 4%. P&G is set to benefit from expanding its presence of brands and product lines such as Metamucil and Align. Consumers' rising interest in holistic health and wellness contributes to this trend.

Procter & Gamble Co, The: Vitamins and Dietary Supplements - Dietary Supplements, 2021 and CAGR, 2016-2021 by Region

Company Retail Sales RSP - USD million - Current - Fixed 2021 Exchange Rates



Note: Bubble size indicates Procter & Gamble Co, The sales in Retail Value RSP USD million in 2021. Range displayed: USD2.1 to 553.2 million.

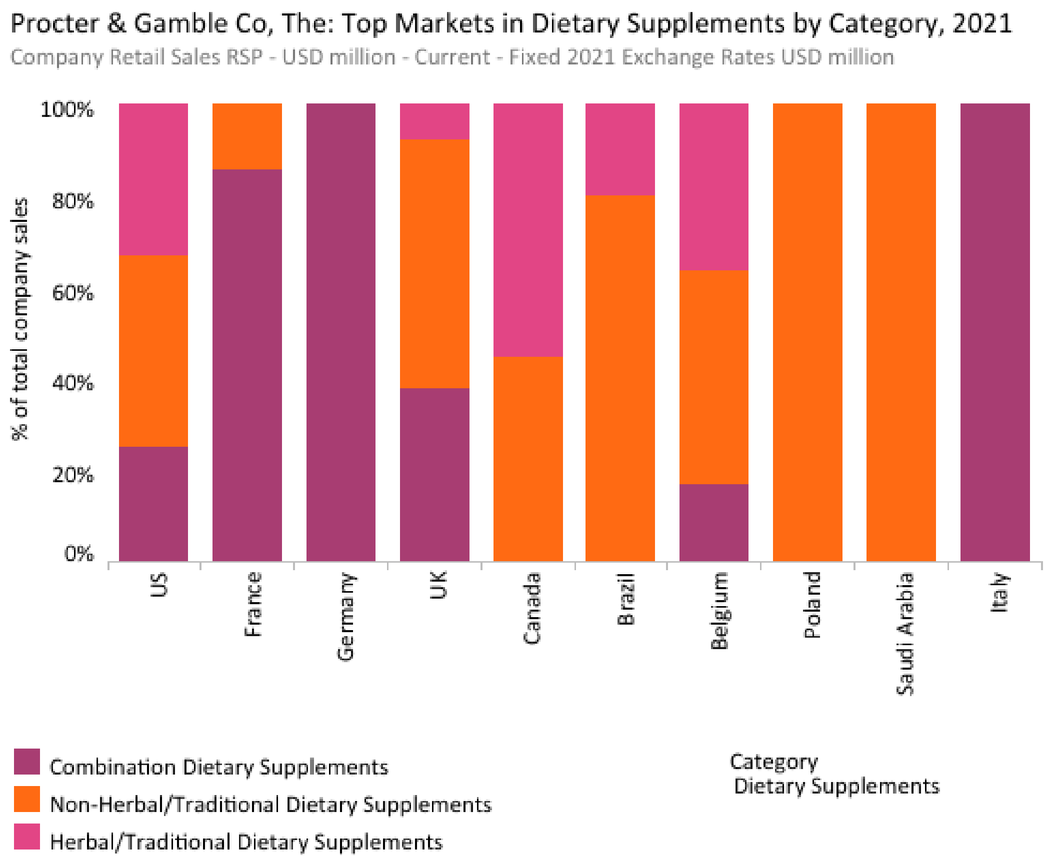
Western Europe
North America
Eastern Europe
Latin America
Middle East and Africa
Australasia

Category
Vitamins and Dietary Supplemen..

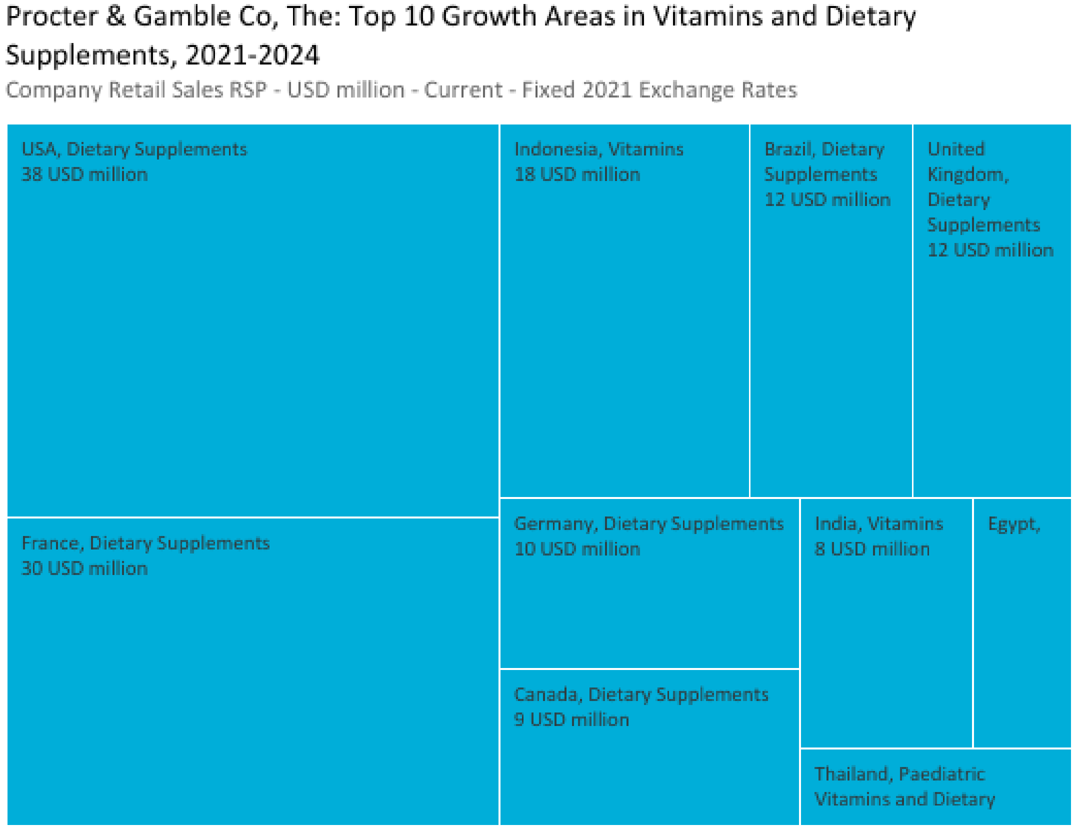
Subcategory
Dietary Supplements

Procter & Gamble well diversified within dietary supplements

- P&G continues to be well diversified within dietary supplements, with a balanced portfolio in the US in particular, with 25% of dietary supplement sales coming from combination dietary supplements, 42% from non-herbal/traditional dietary supplements and 33% from herbal/ traditional dietary supplements.
- P&G's Western European portfolio is more random with countries such as France and Germany competing predominantly within combination dietary supplements and the UK and Belgium present across dietary supplement subcategories with brands such as Seven Seas.
- Conversely, P&G's position in dietary supplements in Asia Pacific and Latin America is more prominent in non-herbal/traditional dietary supplements with key countries for the company including Brazil and Indonesia.



Dietary supplements is where P&G has the most exposure to future growth



Note: Absolute projected sales represent the net increase/decrease in annual sales between 2021 and 2024. See appendix for methodology on projected company sales.

Vitamins and Dietary Supplements

- Between 2021 and 2024, P&G is expected to witness growth worth USD111 million within dietary supplements from its key markets the US, France, Brazil, the UK, Germany and Canada. Product expansions from key lines are likely to underpin much of this growth, with brands such as Align (probiotics) and Metamucil (fibre supplements) likely sources of brand extensions.
- Growth in vitamins is expected to be worth USD31 million over the forecast period and is to come via the established brand Neurobion.
- With the ongoing COVID-19 pandemic, there is growing interest within VDS which will likely persist over time through sustained consumer interest in longer-term disease prevention and immunity.

Align Probiotic targets gut health with holistic wellness in focus

- P&G's Align Probiotic, while predominantly available in North America, protects against digestive imbalance, relieves occasional digestive discomfort, and maintains healthy bowel function.
- Apart from offerings focusing on gut health, it also has in its range of probiotics products for holistic wellness and wellbeing. Its products are divided primarily into digestive support, daily wellness and probiotics for children. It includes multiple formats such as capsules, chewables and gummies.
- Within its digestive support range Align offers variants such as Align restorative sleep and melatonin capsules and Align digestive de-stress probiotic and ashwagandha capsules. For its wellness range, the brand offers Align prebiotic and probiotic supplement ranges, including those targeted at women, and immunity support and products having well-known probiotic ingredients such as Kombucha. Within its children's range it includes products such as Align baby colic relief and Align children's probiotic supplement gummies.
- Globally, within probiotics, Align ranks second with sales worth USD201 million. With the ongoing COVID-19 pandemic, there is a general increase in interest in preventative medicine. Consumers look towards holistic health and wellness, and probiotics fit well into maintaining broader health goals than just digestive health.

Align Probiotic

Source: Brand website

State of Play

Exposure to Future Growth

Competitive Positioning

Dietary Supplements

Cough, Cold and Allergy Remedies

Key Findings

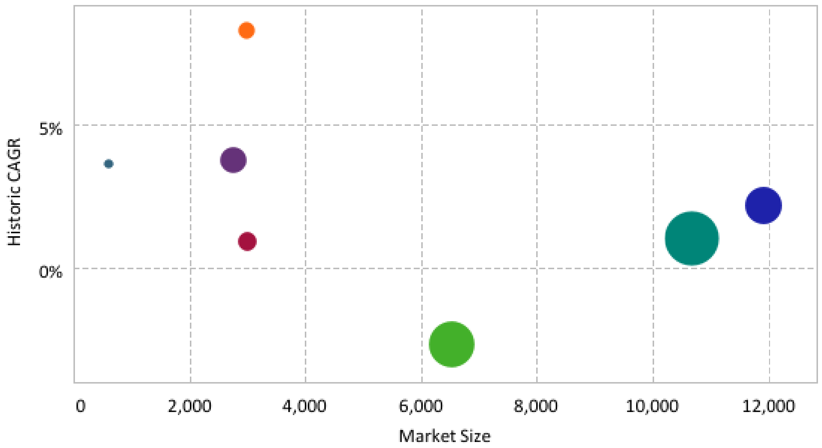
Appendix

CCAs the largest source of revenue for P&G

- CCAs remains the largest source of revenue for P&G, accounting for 44% of the company's sales in consumer health.
- P&G's strong position within the category is driven by its well-established brand Vicks, which has strong and wide penetration globally, especially in North America, representing 39% of total sales, followed by 25% in Western Europe and 18% in Asia Pacific.
- P&G dominates in key regions, holding a 7% share in Western Europe, 6% in North America and 3% in Asia Pacific. These regions are also the largest markets in terms of size for CCAs.
- Growth is witnessed in the Middle East and Africa with a historic CAGR of 8% in current terms and forecast CAGR of 4% in constant terms, followed by Latin America with historic CAGR of 4% and forecast CAGR of 2%, supported by factors such as product range expansion and continued self-medication trend. Product variety increase in regions such as the Middle East and Africa and Asia Pacific would benefit P&G and strengthen its global presence.

Procter & Gamble Co, The: OTC - Cough, Cold and Allergy (Hay Fever) Remedies, 2021 and CAGR, 2016-2021 by Region

Company Retail Sales RSP - USD million - Current - Fixed 2021 Exchange Rates



Note: Bubble size indicates Procter & Gamble Co, The sales in Retail Value RSP USD million in 2021. Range displayed: USD20.4 to 663.3 million.

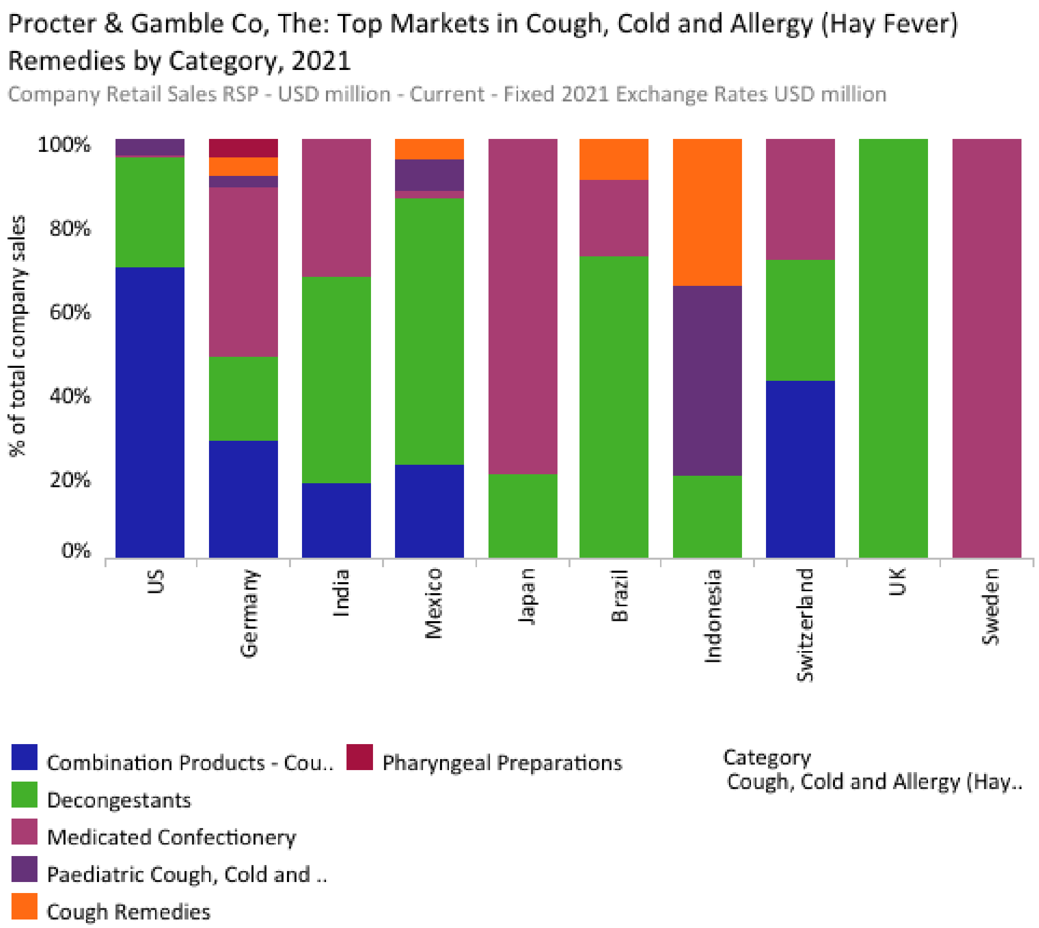
Western Europe
North America
Eastern Europe
Asia Pacific
Latin America
Middle East and Africa
Australasia

Category
OTC

Subcategory
Cough, Cold and Allergy (Hay Fe..

Vicks remains the core power brand in cough, cold and allergy remedies

- Vicks dominates within P&G's CCAs category with presence across a wide range of subcategories including combination products, decongestants and medicated confectionery. The brand represents 92% of P&G's global CCA sales.
- In its dominant market of the US, combination products accounts for 69% of P&G's CCA sales, followed by decongestants at 26%. In most other markets, Vicks continues to be broadly available primarily as decongestants and medicated confectionery.
- Over the review period, P&G has strengthened its position in cough remedies and paediatric cough, cold and allergy (hay fever) remedies by product ranges such as NyQuil and DayQuil. It is expected to further benefit from expanding its well-established Vicks range in key regions.



Vicks innovates with product expansions in line with COVID-19

- With a "century of powerful relief and caring", Vicks "makes the world feel better" by providing symptomatic relief from respiratory illnesses such as COVID-19, coughs, colds and flus.
- The line continues to remain extensive in the US, offering medicinal and drug-free ranges including sleep aids, immunity supplements and children's botanical syrups and gummies for prevention and soothing of flu-like symptoms.
- Vicks developed a superior bottle design for NyQuil and DayQuil in 2020 in line with its value creation strategies; which fits better on retailer shelves, helps consumers to locate the right product for them, is easy to hold and has reduced plastic usage in each bottle.
- Vicks is increasing its investment in the immunity side of CCAs, for example, through launches in 2021 of Vicks Super C supplement, available in day and night versions.
- It also continues to expand its range in other countries in 2021. For example, in India, it launched Vicks Roll-On Inhaler. The 2-1 combo relieves blocked noses, with one side featuring an inhaler and the other side featuring a roll-on to apply to the forehead to relieve headaches. Globally within CCAs, it continues to rank as the number one brand, with sales of USD1.7 billion.

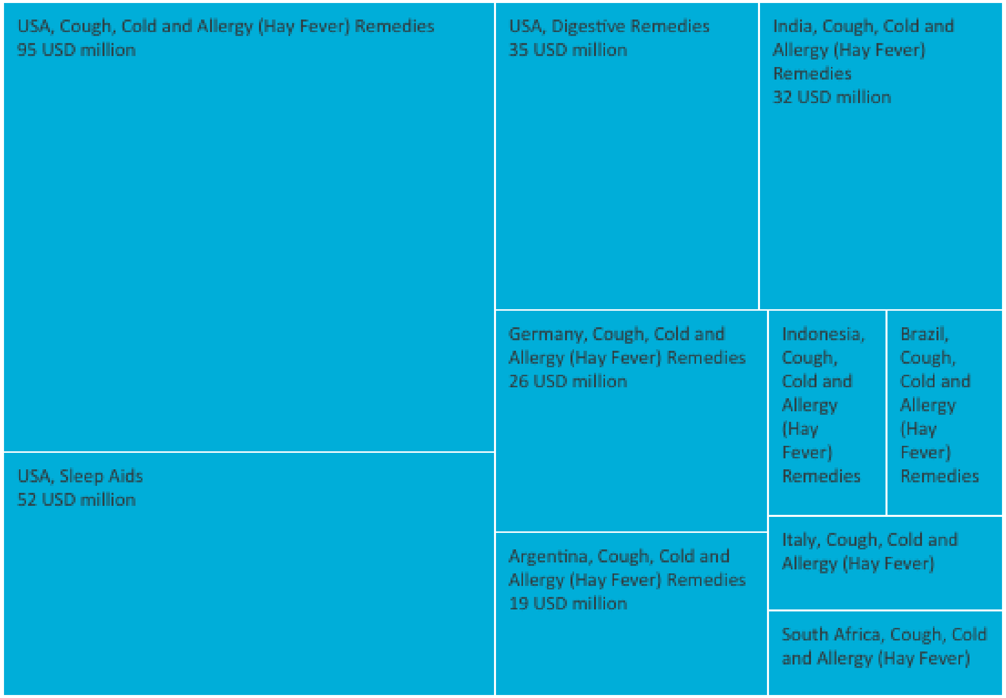
Vicks Super C, for day and night

Source: Brand website

CCAs and sleep aids in the US are key future growth markets for P&G

Procter & Gamble Co, The: Top 10 Growth Areas in OTC, 2021-2024

Company Retail Sales RSP - USD million - Current - Fixed 2021 Exchange Rates



Note: Absolute projected sales represent the net increase/decrease in annual sales between 2021 and 2024. See appendix for methodology on projected company sales.

OTC

- CCAs offer opportunities for growth over 2021-2024, especially in the US where P&G continues to have the widest portfolio of brands. Within Vicks, its range such as DayQuil, NyQuil and FluTherapy continues to dominate cold and flu symptom relief and is well positioned for increases in adjacencies such as immune support.
- Within sleep aids, the ZzzQuil brand has established itself as a popular medicinal OTC sleep aid products containing diphenhydramine, while its PURE Zzz range provides a drug-free alternative with melatonin.
- P&G's emphasis on incorporating sleep aids and aromatherapy into its offerings will likely support P&G's growth as the Vicks line continues to spread into other categories of wellness products. Such product expansions into other geographies will further benefit P&G's global presence.

Passport

State of Play

Exposure to Future Growth

Competitive Positioning

Dietary Supplements

Cough, Cold and Allergy Remedies

Key Findings

Appendix

Key findings

Procter & Gamble maintains top 10 position within consumer health in 2021	Consumer health contributed strongly to P&G's growth, with a single-digit increase in 2021. This was attributed primarily to respiratory products such as Vicks as a more intense cough, cold and flu season along with new COVID-19 waves set in, and following relaxation of COVID-19-related movement restrictions of 2020. Its other key brands such as ZzzQuil, Metamucil, Pepto-Bismol, Prilosec OTC, Align and Neurobion also benefited from broader holistic health and wellness trends.
US continues to be the key market across categories of CCAs, VDS, digestive remedies and sleep aids	North America and Western Europe account for largest brand presence for P&G's consumer health product, especially the US, dominating through extensive product lines for its brands. Key categories continue to be CCAs, followed by VDS, digestive remedies and sleep aids.
Well-established global brand presence for Vicks proves to be a key asset for Procter & Gamble	Vicks is the leading global brand within CCAs. Apart from continuing to provide symptomatic relief for coughs, colds, flus and sore throats, the brand has broadened its scope to serve as a holistic treatment and preventative brand for respiratory ailments ranging from sinus, disease immunity and drug-free natural support.
Growth likely to stem from extending product lines from existing power brands in key markets globally	P&G's consumer health segment is to further benefit by expanding its current brand lines to other geographic regions especially in the CCAs and VDS categories. With COVID-19 expected to taper slowly but surely and seasonal flu rates to rise over the forecast period, there will be growing interest in VDS targeted at strengthening immunity and promoting wellness.

State of Play

Exposure to Future Growth

Competitive Positioning

Dietary Supplements

Cough, Cold and Allergy Remedies

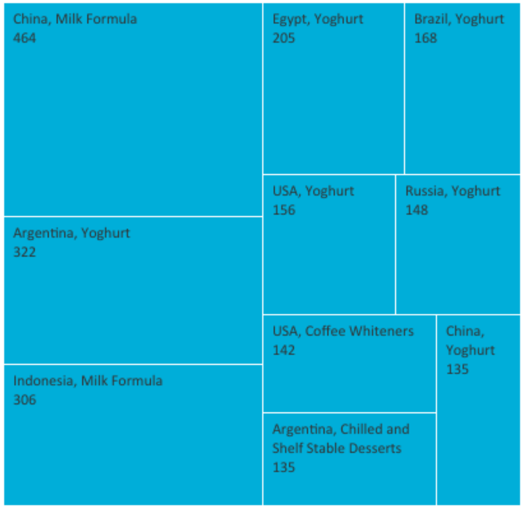
Key Findings

Appendix

Projected company sales: FAQs (1)

Danone, Groupe: Top 10 Growth Areas, 2018-2021

Company Sales USD million



Note: Absolute projected sales represent the net increase/decrease in annual sales between 2018 and 2021. See appendix for methodology on projected company sales.

Why project company sales?

- Company and brand sales projections are a useful way to compare relative future performance. These are not forecasts in the traditional sense, it is not realistic to forecast company activity. Instead our projections are a measure of a company's exposure to future growth.

How do you project company sales?

- Euromonitor International's company and brand sales projections are made with two underlying assumptions. Firstly, that current year brand shares will not change. Secondly, that there will be no mergers, acquisitions or divestments in the future. Forecasting shares is notoriously difficult and therefore we assume that a brand's share of any given category will remain constant in the future. Trying to accurately predict future M&A activity is equally fraught with difficulty.
- Every category, however, will grow at a different rate and the cumulative effect across different brand portfolios (ie every relevant country-category combination) means certain companies will outperform others.
- This is “market momentum” and is a measure of a company playing in higher growth countries and categories relative to its rivals.

Projected company sales: FAQs (2)

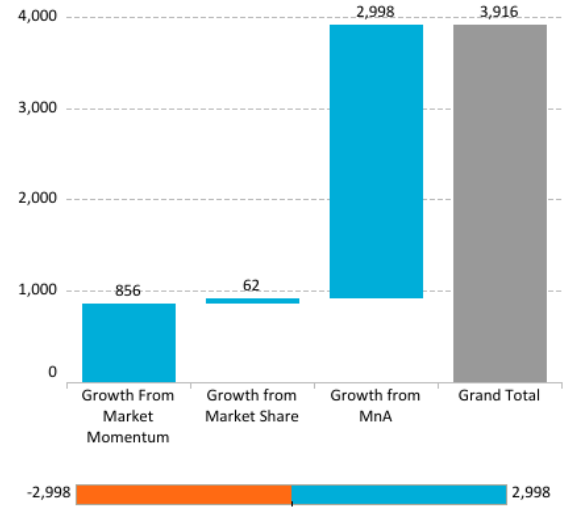
What is the basis for this methodology?

- Based on Euromonitor International's growth decomposition analysis, it is evident that general market momentum is the single most important contributor to company performance, outperforming the impact of both market share gains and M&A activity.
- This learning is based on analysing all brand and company sales data in every category and company in Passport. Clearly the same does not apply in any circumstance where a given company has made a major acquisition or divestment.
- For the largest companies, market momentum shows even greater significance and so exposure to growth offers a sound basis for projecting relative future performance.

- **Note:** Growth Decomposition and Projected Sales are based on the sum of all activity in researched countries only, and therefore do not take into account the effect of non-researched (modelled) markets. For this reason, there will be slight differences compared with full global data found elsewhere in this report.

Danone, Groupe: Decomposition of Sales Growth by Contributing Factors, 2015-2018

Company Sales USD million



Note: Decomposition data based on 78 researched countries, see appendix for methodology