



Claritin.

Our Brand Growth Strategy

Brand Growth Strategy

THE SPACES THE BRAND PLAYS & HOW TO EVOLVE IT

BRAND EQUITY

BRAND VISUAL WORLD

BRAND SCIENCE

BRAND SUSTAINABILITY

BRAND GROWTH STRATEGY

BRAND ARCHITECTURE

With our Brand DNA outlined by a strong Brand Equity, a clear Visual Brand World, robust Brand Science and Brand Sustainability, it is now time to **set the commercial direction for the brand to succeed**, starting with our Brand Growth Strategy.

It establishes **where to play and how to evolve the role of the brand and its portfolio over the mid-to-long term**, preventing misaligned strategic intentions across the world which dilutes resources, harms performance, and confuses the brand's consumers, HCPs and customers.



What is a winning strategy made of?

STRATEGIC BRAND AMBITION

First, we define **FROM** where the brand stands today, understanding its history, core equity, how consumers perceive it, **TO** where the brand wants to get to in the future, establishing a long-term aspiration and the more meaningful role it seeks to play in consumers lives. Canesten is clear #1 in Vaginal Infections, but experiences infrequent relationships with consumers (2-3x in life). So, its ambition is to grow into holistic intimate health brand that supports women throughout life as their trusted expert partner of choice for any intimate need.

STRATEGIC TERRITORIES OF CHOICE

Knowing where we want to go, we then define what are the right sources of growth where the brand will focus onto reach its ambition, first by mapping the most sizeable and growing demand spaces and geos in the category, then **eliminating the territories that don't serve our equity** in the right way, to finally prioritizing the right territories to play based on attractiveness vs. right to win assessment.

BRAND DEVELOPMENT MODEL

By looking into success cases across the world where the brand and/or similar profile competitors expand from core into adjacencies, we then can establish a repeatable **expansion model for different market archetypes**, determining the right **sequencing**, the right **timing** based on sufficient brand maturity, and the right innovation **cadence** to win in each new segment.

STRATEGIC PRIORITIES

Finally, To achieve the brand ambition and win across territories of choice, we prioritize the key **strategic pillars that will enable the brand** to bring its entire growth strategy to life.



Claritin Strategic Context at a Glance

The overall incidence of allergies has been increasing and is projected to continue rising in the coming years (~30% of adults and 40% of Children). Several factors contribute to this trend, including climate change, air quality, urbanization, and dietary changes, among others. Although more individuals are likely to suffer from allergies, this does not necessarily translate to increased sales in the allergy treatment category. Seasonal variations and external factors, such as rainfall and climate conditions, significantly impact overall consumption patterns specially for the seasonal sufferer.

The category has experienced a 3.2% (CAGR) over the past three years. Notably, several markets are witnessing significant growth, including India at 15.9%, the Middle East at 8.4%, the UK at 6.4%, and Brazil at 5.4%. In contrast, the US market is facing a decline of 1.5%, which impacts the overall performance of the category, as it accounts for 40% of total sales.

Challenge

Claritin is well-known for providing non-drowsy, 24-hour allergy relief and is positively associated with an uplifting and joyful image. However, competitors have successfully matched these benefits while emphasizing their functional efficacy, which has led to a perception of Claritin as less powerful and more seasonal. To transform Claritin from a 'lightweight' option into the #1 choice for powerful allergy relief, we must strategically identify opportunities to change consumer perceptions through effective communication and innovation. Engaging consumers will be crucial in shifting their mindset and reclaiming our position as the leading brand in the market

Every good strategy consists of 4 key elements...

Claritin.

Strategic Brand Ambition

defining FROM where the brand stands today TO where it wants to get to in the future.

1

2

Strategic Territories of Choice

defining sources of growth where the brand will focus on to reach its ambition.

Global Strategic Priorities

defining the pillars that will later inform local Jobs To Be Done.

4

3

Brand Development Model

defining how to successfully expand the brand across territories over time.



Defining Strategic Brand Ambition

1

SCOPE

UNDERSTANDING WHO WE ARE

The first step is understanding **what the brand is all about**, based on its history and core equity, and how consumers perceive it today.

That allows us to define the **scope of the brand** and the **business model** for which the strategy will be built.

VISION

OUR WINNING ASPIRATION

Knowing where we stand today, we can then establish a long-term vision for **what the brand aspires to become and what meaningful role it seeks to play in consumers lives** in the future, reaching its full potential.

Defining Strategic Brand Ambition for Claritin

1

FROM

Transform Claritin from a joyful outdoor seasonal allergy brand that's perceived as "lightweight" relief.

Powerful relief

from 200 allergens

TO

To the #1 most powerful and efficacious global brand \$1B by 2030.

Claritin is **confident, tenacious, boldly optimistic and innovative.**



Defining Strategic Territories of Choice

2

CATEGORY

Starting by **mapping the category** under consumers' eyes, we then deep dive into understanding its dynamics in terms of **tail and headwinds, competitors, customers & channels, HCPs, market trends,** and the most sizeable and growing **demand spaces and geos.**

BRAND FIT

Not all commercial opportunities will be the right fit for the brand – with clarity on our brand equity and a clear ambition set, we **define where not to play** by eliminating category territories that don't serve our brand in the right way.

PRIORITIES

Having established where not to play, we **assess attractiveness vs. our right to win** (today or in the future, by building capabilities) to prioritize the focus **territories of choice** for the brand to play.

Defining Strategic Territories of Choice for Claritin

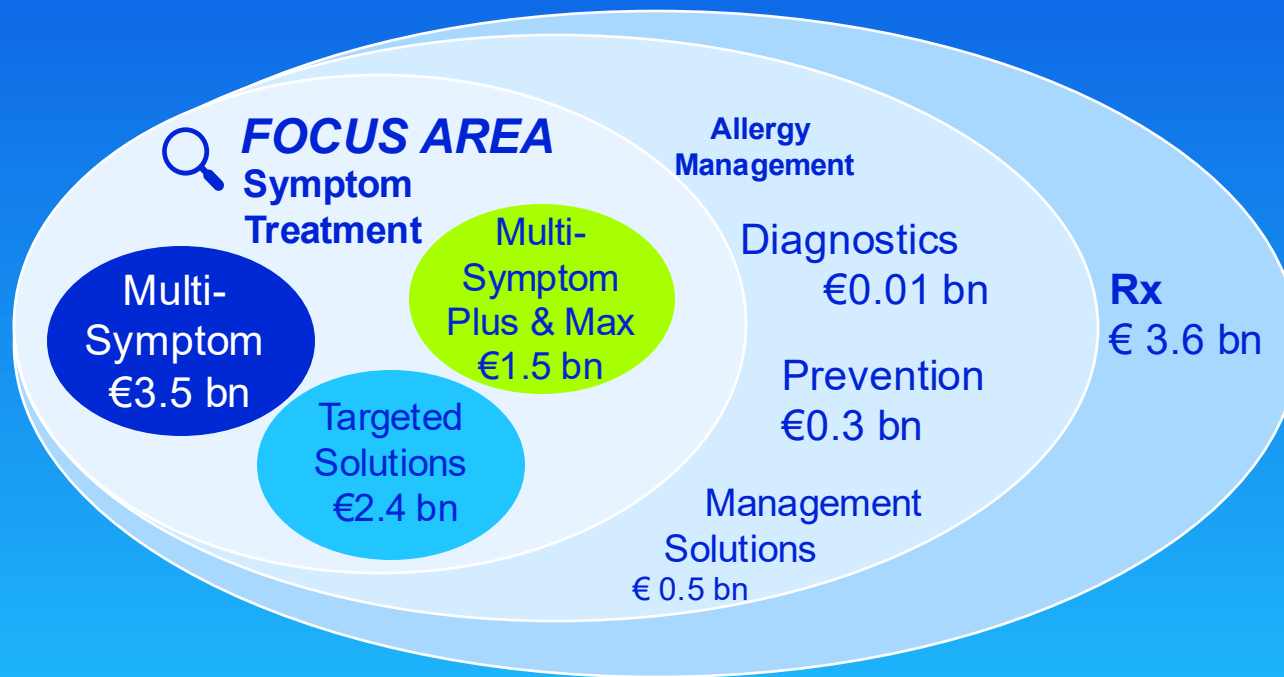
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Truly understanding

the category, consumers and competitors

Category size €11.7 bn*

L4 Y CAGR 5%



The Consumer & Category Is Changing

01

THE CONSUMER

Who's struggling year-round is spending and looking for better solutions



02

THE TRENDS

Shift from a life of coping to one of care & control



03

THE COMPETITION

Focused on functional benefits perceived as superior by consumers



Leaders in Multi-Symptom area with clear focus to increase presence in Multi-Symptom Plus, and Targeted Symptom Solutions

Defining Strategic Territories of Choice for Claritin

2

Where **NOT** to play



The Essence of Strategy
is choosing what NOT to do!

Launch products without bringing an additional benefit to the consumer

We will not launch products merely for the sake of innovation. Every product we introduce must address a specific Job To Be Done (JTBD) and deliver significant benefits to the consumer.

Highly Saturated Targeted Relief Segments

We will avoid entering segments that are overcrowded and offer limited opportunities for differentiation or growth, such as medicated eye drops and topical treatments. Competing in areas outside of our core capabilities would make it challenging to establish a competitive edge and meaningful point of difference.

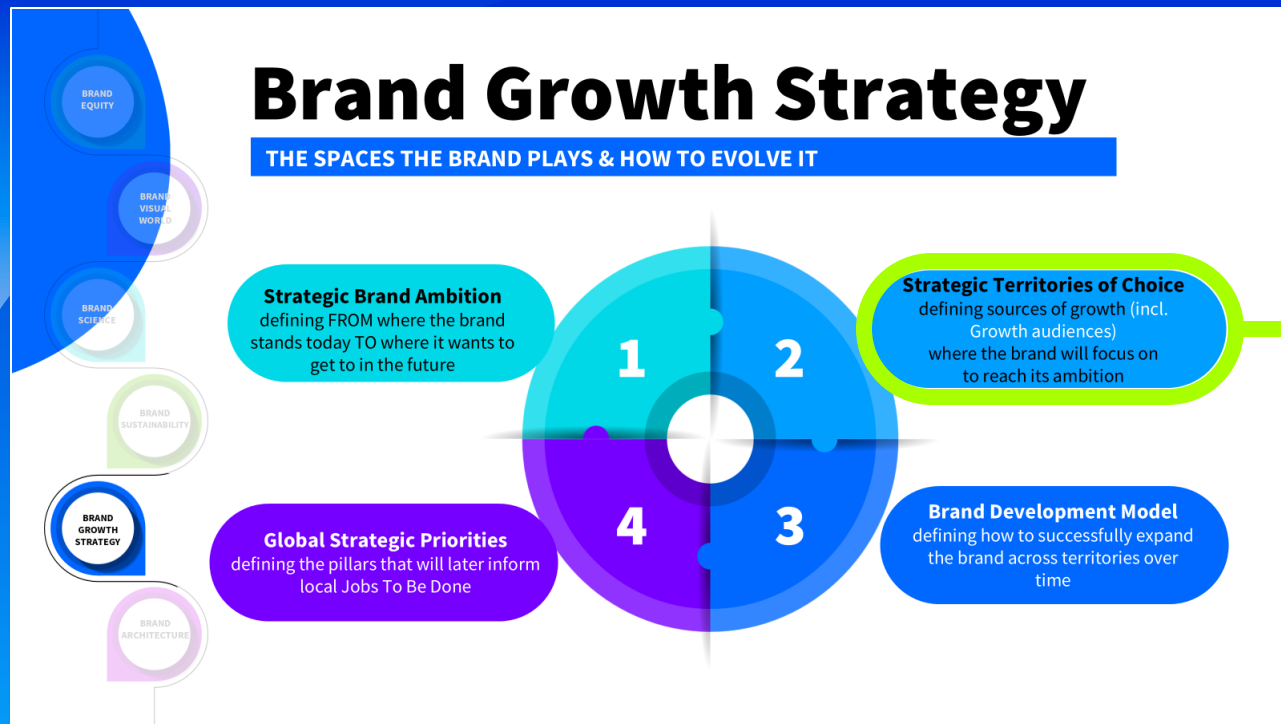
We will pause on Allergy Management expansion

We will pause expansion into management solutions (Prevention, Diagnostics, and Digital solutions) to focus on prioritizing symptom relief segments. Our goal is to build depth and breadth in these areas, as they help build our efficacy perception, specifically in Multi-symptom, Multi-symptom Plus, and severe Targeted Relief. Once we establish a solid foundation and significant presence in these segments and reinforce our efficacy credentials, we can reassess our approach to expansion.

Defining Strategic Territories of Choice for Claritin

2






Audience Planning is a foundational component of the **Growth Strategy** within TB4L Brand Frames



Within the revamped TB4L approach, **audience planning** and identification is now a fundamental, and fully integrated, element of brand growth strategy development

Defining Strategic Territories of Choice *Claritin*

Prioritizing where to focus in terms of demand spaces and geographies

		Multi-Symptom Relief			Targeted Relief	Natural Relief
Where to Play / How to Win	Functional Demand Space	 CORE <i>Everyday Relief</i>	 PLUS <i>Enhanced relief</i>	 MAXIMUM Maximum / severe symptom relief	 TARGETED Specialized and Minimal medication	 NAURAL (Non-Medicated) <i>Long Term Effects Minimal Medication Protective Parent</i>
	Functional Benefits	Multi-Symptom allergy relief	Fast, long-lasting relief even from congestion	Most complete and efficacious relief	Relief at a particular site (nose, eyes, skin)	Non-Medicated, Treating at Direct Site, Convenience
	Size	\$600MM	\$700MM	\$1,640MM	\$455MM	\$558MM
	How	Optimize Core	Expand with Benefits	Accelerate Growth	Accelerate with efficacy & No Go for others	Explore
						<small>Explore Natural Trend - (24 Years) An emerging space with promising potential - (1-12%)</small>

Growth Strategies	Market Selection	Size of Prize iRS € (Y5 Fair Share Potential, market-level adjusted)
Acceleration in Power Couples	US, Middle East, China, Australia, Canada	16.5 MM
Reignite Existing Intersections (brand/country) of rapidly growing markets.	EMEA: CEEC (Incl. Russia tbd), South/West Africa, UK, Nordics	44,4 MM
Assess entry into White Space markets (<2% MS)	Brazil, India, Indonesia, CIS, Columbia	73,9 MM

Focusing on Growth Audiences

BRAND
GROWTH
STRATEGY

2

Priority audiences with shared behaviours, reflecting product need

WHO

A targeted subset of category users/prospects that the brand chooses as its focus for growth

HOW

Defined by **a shared product need and common behavioural/attitudinal traits**, shaped by multiple data sources (eg segmentation studies, shopper data, consumer panels etc)

ROLE

Guides **brand planning, NPD, brand architecture, CSJs**, and informs strategy and planning across multiple comms elements such as **platform idea development, IMC development, and media strategy**

GROWTH AUDIENCE ROLE

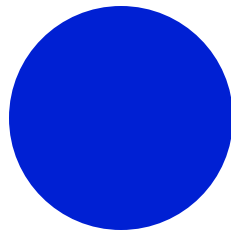
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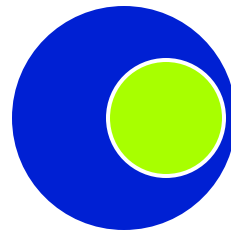
Category Users & Prospects

Understand broad potential and uncover growth opportunities.



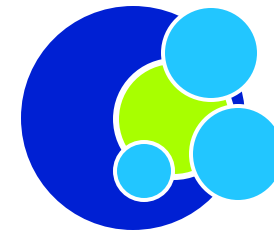
Growth Audiences

Focus on priority audiences with shared behaviours, reflecting product need.



Addressable Audiences

Develop specific, relevant audiences to enable precision targeting and activation.



Claritin® Audience Strategy

2

Category & Prospects

People who experience allergy symptoms

CATEGORY BUYERS

CATEGORY NON-BUYERS*

Growth Audiences & Sub-segments

Relief seekers suffering from allergy all year-round

Adults who suffer from both **indoor and outdoor** allergies, often **juggling work, family, and social lives** despite persistent symptoms like nasal congestion, runny nose, and itchy eyes. They are motivated by a desire to **get back to normal again, stay productive, and avoid disruptions** caused by flare-ups. Many **seek for fast, reliable symptom relief, searching for the right allergy relief/ solution** that help them take back control of their days.

Severe Sufferers

All year round frequent allergy sufferers. They suffer in high periods of time with multiple symptoms. Searching to what ever is needed to solve the symptom.

Caring parents of allergic children Pediatrics

Parents of kids with recurring allergies, driven by **prevention & treatment** seeking for **minimal disruption to life**. Main allergy symptoms are runny nose, sneezing, itchy eyes, eczema, triggered by both **outdoor** (mainly seasonal) and/or **indoor** allergens. They feel responsible for their child's well-being and are motivated by a **desire to prevent discomfort**, support normal development, and **avoid the escalation** to more serious conditions (e.g. asthma, infections). They value **trustworthy, safe, and gentle solutions** that are easy to administer and **recommended by pediatricians**.

Addressable Audiences

Seasonal Sufferers

Indoor Triggers

Pollution Triggers

Busy Social Lifestyle Sufferers

applies to both growth audiences

Defining Brand Development Model

SEQUENCE

By looking into **success cases** across the world where the brand and/or similar profile competitors have expanded from core into adjacencies within the selected strategic territories, we can establish a **repeatable model** for success for different **market archetypes**





TIMING

Establishing not only the right sequencing but the right timing based on **sufficient brand maturity** with clearly defined KPIs in terms of both brand health and commercial targets (awareness in the demand space, saliency, SoM, WD, etc)

CADENCE

To win when expanding to adjacent segments, innovation is vital, thus also defining the right **innovation cadence** principles based on the dynamics of each new demand space for is a key part of the brand development model

Brand Development Model

	PATH	OBJECTIVE	PORTFOLIO EXPANSION	KPIs
STEP 1	BUILD BASE	Establish point of entry in allergy treatment for Adults and Peds to build brand penetration	   Adults Pill Children's Syrup Claritin D	Penetration 5%+ Brand Power 140+ SoM 5%+
STEP 2	BUILD DEPTH	Increase frequency with forms that promote everyday use, providing appealing ways to treat allergy symptoms while enhancing efficacy and convenience(Peds)	      Liquid Gels Adults Reditabs Adults Syrup Adults Chewable Kids Chewable Children's Reditabs	Incr. units &/or higher dollars per user vs. base Penetration 5%+ on base
STEP 3	BUILD BREADTH	Launch higher-efficacy molecules and delivery systems that offer additional benefits, including congestion relief, longer-lasting, more complete relief	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>Sprays</p>  <p>AH</p> </div> <div style="text-align: center;"> <p>Desloratadine</p>  <p>INS</p> </div> <div style="text-align: center;">  <p>Combi</p> </div> <div style="text-align: center;">  <p>TabS/LGs</p> </div> <div style="text-align: center;">  <p>7 day Patch</p> </div> </div>	Penetration 5%+ Brand Power 140+ SoM 6%+
STEP 4	BUILD BREADTH	Expand to targeted symptom solutions with both medicated and non-medicated products that can layered with multi-symptom solutions	 <p>Saline</p>  <p>Oxy Spray</p>  <p>Eye Drops</p>	Penetration 5%+ Brand Power 140+ SoM 7%+
STEP 5	BUILD BREADTH	Uncover new revenue streams in Prevention and Management by Enable sufferers to be better informed about and get ahead of their allergies	<p>Digital Diagnostics</p>  <p>Short-term prevention</p> <p>Blocking Mechanisms</p>  <p>Long-term prevention</p> <p>Immunotherapy</p> 	Penetration 5%+ Brand Power 140+ SoM 8%+

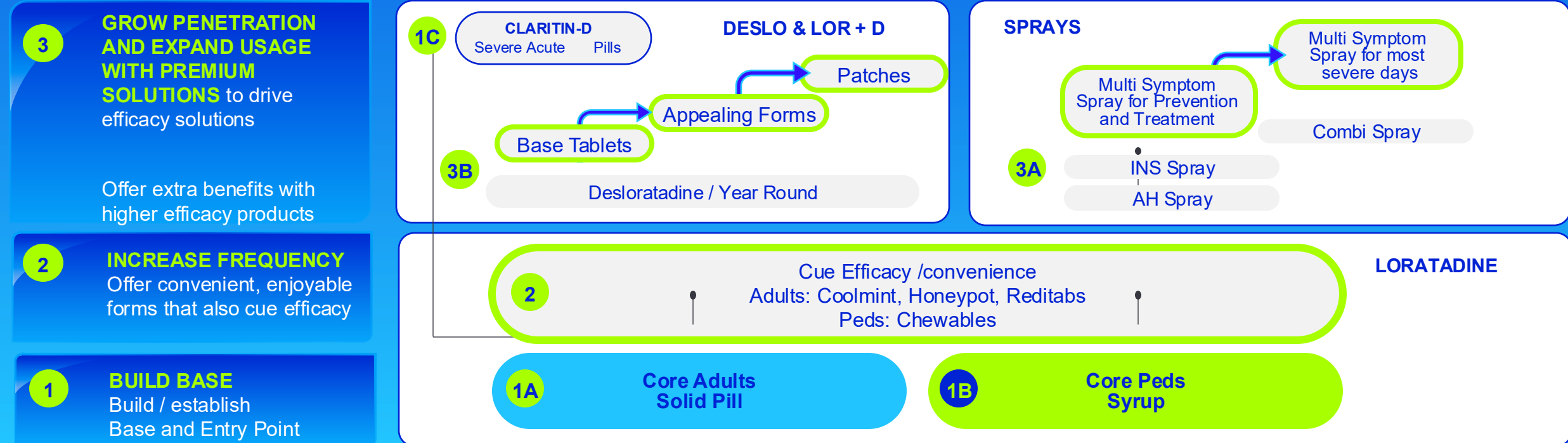
Brand Development – Innovation Cadence

Global Guidance
Implementation depends on Access,
Affordability and POD

ALLERGY MANAGEMENT



ALLERGY TREATMENT – MULTI SYMPTOM RELIEF



Brand Development – Guardrails

Claritin 1/3



Considerations



Exceptions



KPIs

OBJECTIVE

STEPS

GUIDELINES

PRODUCTS+NPDs

1

Build Base

Establish point of entry in allergy treatment **for Adults and Peds** to build brand penetration.

1A

1B

Build base: Start with adults (80%), and next expand into kids (20).

1C

Expand into addressing new occasions for worst allergy days by providing the benefit of nasal congestion.



Ensure to have pediatric business, as it is the entry point for the category and help create long term loyalty to brand. Claritin has competitive advantages with safety and superior syrup features (e.g. without juice interaction, great taste vs Zyrtec).



If adult market is saturated, consider starting with kids (syrup). If category is saturated and Allegra has taken over Non-Drowsy positioning, consider Desloratadine as base.



Aim for Penetration and Brand Power. Support: Ongoing P&I at minimum 20 -25% of total brand sales striving for 1 SOV, New markets P&I 50-100%.



1A, 1B, 1C make the basic portfolio offering from main competitors (all branded Claritin-same API). The efficacy of Claritin D has a halo effect on core.



If do not have capabilities to support (Rx or cannot communicate against it), do not launch.



Incremental sales to base.



Adults Pill



Children's Syrup



Claritin D

2

Build Depth by Increasing Frequency

With an established base, increase offering by launching forms that encourage everyday usage with both more appealing ways to treat allergy symptoms and consider forms that cue efficacy and drive convenience (Peds).

2

Drive brand news and frequency of purchase by launching new forms that are more pleasant to adopt for kids and adults.



Launch forms once business is established and healthy. Prioritize forms that cue that the product is working to enhance efficacy perception. Efficiencies to launch and support as part of mother brand.



Rationale to skip step 2 and jump to severe segment (step 3) due to strategically higher opportunity and tackle local opportunities.



More units and or dollars per user. Higher repeat rate. Distribution on base above 50% numeric. Support: Enough P&I to maintain SOV on existing brand and support NPD (most likely a sub-brand) with 50% Y1, 30% Y2, 22% Y3 at minimum. Before expanding to Extra Efficacy, reach top 5-8 position in share.



Liquid Gels



Adults Syrup



Kids Chewable



Adults Reditabs



Adults Chewable



Children's Reditabs

Brand Development – Guardrails

Claritin 2/3



Considerations



Exceptions



KPIs

OBJECTIVE

STEPS

GUIDELINES

PRODUCTS+NPDs

3

Build Breadth + Increase Penetration with High Efficacy Solutions Moderate to Severe

Establish point of entry in allergy treatment **for Adults and Peds** to build brand penetration.

Sprays

3A

Markets choose based on access and competitive advantage; the consideration should be: (a) INC Spray – Multi-symptom treatment and prevention (indication approved in most markets) (b) AH Spray – To offer a quick acting spray (Azelastine) (c) Combi Spray – Fast acting and long-lasting relief.



Sprays might represent larger business opportunity / higher incrementality and typically higher growth than pills. Must over support with P&I and Claritin branded for equity drive, since limited API differentiation most single sprays carry same benefits so choose one (INC or AH). Halo efficacy on mother brand by launching into extra efficacy.



INS Spray



AH Spray



If access to combi spray is available, consider that as starting point.



Combi Spray



Penetration, SoM, Incremental net sales, HH purchasing (more trips and \$\$).

3B

Deslo

Launch desloratadine tablets or Liquid Gels to tap into everyday congestion



If market has Deslo as part of the assortment, consider moving the branding closer to Claritin overtime. Then launch appealing forms and patches for long lasting relief.

Deslo Tablets or Liquid Gels



If do not have capabilities to support Deslo, do not launch.

Deslo Appealing forms
Deslo Patch



Penetration, SoM, premiumization.

4

Build Breadth by Increasing Basket Size

Expand to specific symptoms solutions with medicated and non-medicated products that can be layered on top of multi-symptom solutions.

4

Enter specific symptoms when category is mature and consumers are seeking a repertoire of products to customize their needs, and are in search for complete relief = creating their own toolkit.



Markets should layer products when they have strong, healthy established base, allergy category is large and growing in this space. Support: ensure sufficient P&I to fund these line extensions, high chances the product is placed in another category (Nasal, Eye, Skin).



Saline



Oxy Spray



Eye Drops



Possible to launch faster before Step 3 if assets available.



Penetration; Incremental net sales; HH purchasing (more trips and \$\$). SoM if product reported within Allergy category.

Brand Development – Guardrails

Claritin 3/3



Considerations



Exceptions



KPIs

OBJECTIVE

STEPS

GUIDELINES

PRODUCTS+NPDs

5

Build Breadth by Uncovering New Revenue Streams in Prevention and Mgmt

Enable sufferers to be better informed about and get ahead of their allergies

5

Once brand has a solid equity in allergy treatment segment, consider expanding into prevention



After establishing a strong brand and play in efficacious/severe segment, consider preventative solutions



Digital solutions can help amplify the brand expert credentials, therefore, can be considered in any stage



Penetration; Incremental net sales; HH purchasing (more trips and \$\$) Support: Ongoing P&I at minimum 20 -25% of total brand sales striving for 1 share of voice, Expansion 50-100%



Diagnostics & Digital Ecosystems



Short-term prevention/ Blocking Mechanisms

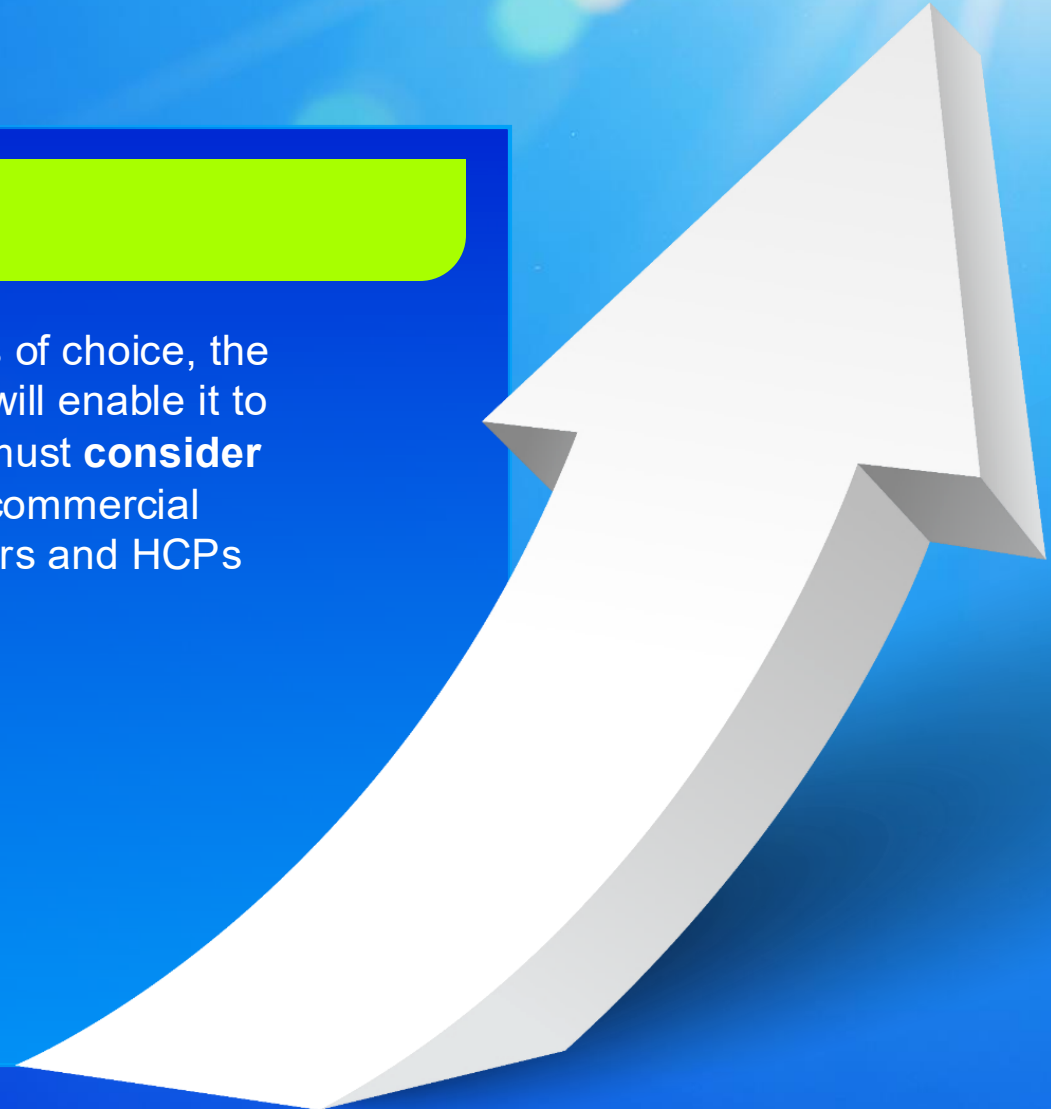


Long-term prevention/ Immunotherapy

PILLARS

To achieve the brand ambition and win across territories of choice, the brand must clearly **prioritize the strategic pillars** that will enable it to bring its entire growth strategy to life. To find them, we must **consider several facets**: brand strength, portfolio development, commercial performance challenges, and touchpoints with consumers and HCPs across channels and geos.

The Strategic Priorities will inform later the local Jobs to Be Done.



Defining Strategic Priorities

4

Our Top Strategic Priorities To Win

Enhance Brand Equity & Efficacy

Transform perceptions of Claritin by **empowering consumers to recognize its superior efficacy** while HCPs see it as the **ultimate choice for their patients**.

Reengineered Brand **Fundamentals: Update TB4L, brand HIVE, VBL & Packaging to reflect the new brand character.**

Bring to life new fundamentals through new Comms Platform with a more assertive and confident character.

HCP Pediatric Endorsement and regain awareness and recommendation.

Breakthrough Innovation

Provide consumers with the ultimate allergy relief experience through a **strong Allergy portfolio that meets their needs**.

Increase product offering by launching products that bring **extra benefits** to consumers with **strong science** behind and provide superior allergy relief and **reinvigorate the core** to ensure long-term relevance by **addressing consumer preferences**.

Elevate our Spray offering by launching **combination spray** - most efficacious solution providing fast, and long-lasting relief.

Geo - Expansion

Millions of consumers worldwide will gain access to Claritin, transforming their allergy relief experience.

- Geo-expansion strategy **focused on key regions to ignite growth** (EMEA, Brazil & ASEAN).
- **Scaling and leveraging Global Assets** achieving efficiencies while growing the brand.
- **Implement Repeatable Growth Model.**

Claritin – Brand Growth Strategy on a Page

Claritin

AMBITION

Amplify consumer growth to reclaim our #1 global brand, aiming for \$1 billion by 2030!

STRATEGIC TERRITORIES OF CHOICE

Demand Spaces: Multi-Symptom Relief (\$) - Multi-Symptom Plus (\$\$) - Targeted Relief (\$)
Power Couples: US, CA, CH, AUS, ME, **Geographic Presence:** Present in 110+ countries
Growth Audience: All year-round allergy sufferers, Caring parents of allergic children

BRAND DEVELOPMENT MODEL

STEP 1 Build Base

Establish Point of Entry in allergy treatment for Adults and Peds to build penetration and equity

STEP 2 Build Depth

Increase frequency by launching forms that promote everyday use

STEP 3 Build Breadth

Launch higher-efficiency molecules and delivery systems

STEP 4 Build Breadth

Expand to targeted symptom solutions with both medicated and non medicated solutions

STEP 5 Build Breadth

By offering solutions in prevention and holistic allergy management

GLOBAL STRATEGIC PRIORITIES

Enhance Brand Equity and Efficacy

Transform perceptions of Claritin, empowering consumers to recognize its superior efficacy while HCPs see it as the ultimate choice for their patients.

- **Brand HIVE**
- **New Global Design**
- **Strong hard hitting Comms/ Claims**
- **Modernize VBL across all touch points**
- **HCP Pediatric Endorsement**

Breakthrough Innovation

Provide consumers with the ultimate allergy relief experience through a strong allergy portfolio that meets their needs

- **Reinvigorate the core** for long-term relevance by considering consumer preferences (forms, cleaner medication)
- **Introduce Extra Strength Innovation** to further elevate efficacy perception (claims and molecules)
- **Elevate product offering in spray** segment with a combination spray

Geo-Acceleration

Strengthen Claritin's global presence to drive growth and help more consumers

- Entry into strategic White Spaces
- Reignite existing intersections in big Allergy markets




By:

- **Scaling and leveraging** Global Assets
- **Create Go-to-Market strategies** that align with regulatory and competitive environments.

Brand Growth Model

Country Roadmap Template – May be customized based on regional priorities

Country | Brand | Maturity Level

	STEP 1 Build Base Equity	STEP 2 Build Equity Depth	STEP 3 Build Equity Breadth	STEP 4 Build Equity Breadth	STEP 5 Build Equity Breadth
DEMAND SPACE	Multi-Symptom Allergy treatments	Multi-Symptom Allergy Treatments	Multi-Symptom Plus Extra Efficacy Solutions	Targeted Solutions – Specific Symptoms	Stop Allergies before they Start
SUBBRAND	Claritin, Claritin D, Children's Claritin	Claritin, Liquid, Redi-Tabs, Liquid Gels, Chewables	ClariDeslo/Aerius, ClariMax, ClariSpray, ClariSpray Max	ClariCare, ClariClear, ClariNaze, ClariEye	ClariAdvice, ClariPrevent, ClariCure
ACTIVE PORTFOLIO					
STRATEGIC ACTION & Activities	Build Core Keep building equity in Non-drowsy and 24 hr relief. Ensure to have pediatric business-category's entry point and help create long term loyalty. Claritin has competitive advantages with safety and superior syrup features	Increase Frequency Launch forms once business is established and healthy. Prioritize forms that cue that the product is working to enhance efficacy perception. Efficiencies to launch and support as part of mother brand.	Expand to Extra Efficacy Solutions Play in Sprays since they represent larger business opportunity / higher incrementality and typically higher growth than pills. Halo efficacy by launching extra efficacy. Launch Deslo to tap into everyday congestion and trade up to more efficacious formula.	Expand to Targeted Solutions Markets should layer products when they have strong, healthy established base, allergy category is large and growing in this space, and highly incremental.	Expand to Mngt and PRevention Uncover new revenue streams in Prevention and Management by Enable sufferers to be better informed about and get ahead of their allergies
STATUS	Leader Leader, Entry, Challenger	Leader	Challenger	Starter	Starter
TIMINGS	Continuously	Continuously	Priority 2024 - 2026	Enter from 2026	Enter from 2027

SBP Designation informs the roll out of Strategic Priorities and prioritization among brands

GUIDING PRINCIPLES

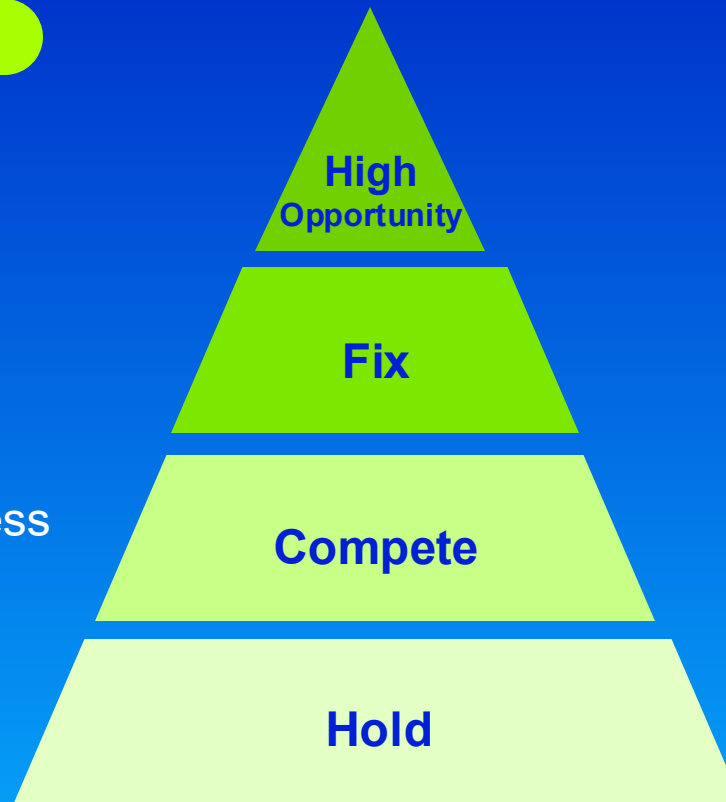
Strategic Direction

Boost Market Position
Strong Support

Improve Ability to Win
Selective Support

Ensure Sustainable Competitiveness
Maintain

Manage for Profit & Efficiency
No Focus



Grounded on KPIs
focused on external performance

Balance between strengthening current portfolio and playing in new white spaces

Drive focus to avoid spreading resources too thin

Simple and actionable