



Euromonitor
International

Competitor Strategies in Consumer Health

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INTRODUCTION

Key findings

Scope

Consumer health is led by category specialists, creating some degree of fragmentation

Top five trends in consumer health in 2025

Top five trends uncovered

TOP 10 COMPANIES: STATE OF PLAY

For leaders, FMCG strength beyond consumer health is the anomaly; this rewards focus

Top 10 company growth rates cluster around inflation levels, losing ground to others

Where growth is coming from is slightly deceptive, due to the various company spin-offs

Generating emerging market growth includes addressing product dosing and affordability

Some of the share movements are more starkly concerning if “active share” is viewed

Acquisition legacy remains visible in brand power, but this is relatively concentrated

Kimberly-Clark acquiring Kenvue is a taste of things to come

STRATEGIC ACTIONS FROM BRANDS AND MANUFACTURING

Reshaping portfolios sharpens strategic focus and prepares for additional investment

Kimberly-Clark acquiring and merging with Kenvue took many in the sector by surprise

Credibility is critical (and under threat), hence the lean into trusted science and safety

Innovation velocity is increasing in the relatively slow churn consumer health market

Brands are leaning into protein growth, including protein for GLP-1 weight-loss support

Investments in supply chain resilience are clear, leading to margin uplift

APPENDIX

Projected company sales: FAQs

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