Euromonitor International

Competitor Strategies in Consumer Health

December 2025

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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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