
Meet Sabrina McLaughlin



Chief Financial Officer, Plxsur

As an experienced financial leader, what is it about the RRP industry and specifically, Plxsur's model that appealed to you?

I have a passion for the work we are doing to help smokers change their relationship with nicotine and make positive choices as they transition from traditional cigarette consumption. I'm still shocked by the statistics that there are over one billion smokers in the world, and that it's the number one preventable cause of death. What has drawn me into the industry is the prospect of being a part of the change, in educating smokers of the fact that vaping is 95% less harmful, and helping them make this transition.

Part of being a CFO is being able to envision the growth trajectory of a company. This is exactly why Plxsur's model appealed to me: the RRP market is huge and growing every day. Plxsur's model in particular is so unprecedented, the way that it is designed to bottle entrepreneurial spirit, whilst embracing consumer centricity and agility is what gets me excited about my role and the category. Being able to impact people's lives in a positive way whilst doing this is the icing on the cake.

Why has Plxsur been so successful in its growth ambitions?

This question is twofold: firstly, thinking about Plxsur itself, it comes down to the pivotal role of our three founders, David, Nigel and Charlie. David often refers to them as the *Dream Team*, and this is no exaggeration! We have David who's a true visionary, Charlie with his extensive network across the industry, and Nigel who is excelling at driving the business' growth ambitions. The growth we have seen in the past few years is a product of their knowledge, and ability to identify market leading partners with strong management teams and principles in line with Plxsur's.

We can't forget about the individual portfolio businesses and their growth stories. The management teams behind them are nothing short of exceptional, with an extensive understanding of their markets and how the category operates within them. It's these teams that are the real strength behind the business.



There's a lot of learning and knowledge sharing across the companies too, at Plxsur we appreciate the power of collaboration.

How is Plxsur facilitating entrepreneurial spirit amongst its partners?

We work alongside them in providing guidance, whilst ultimately still letting them run their businesses the way they know how. We're not changing the way things are done, because there's a reason the business are market leading, but more adding the Plxsur perspective. There's a lot of learning and knowledge sharing across the companies too, at Plxsur we appreciate the power of collaboration.

Can you provide some insight into the day to day work you are doing for Plxsur at the moment?

With a background in working for FTSE FMCG companies, my passion is building best in class finance functions, and leading those functions. This is primarily what I'm doing at Plxsur. Since I joined, we've embarked on a journey to professionalise the finance functions within Plxsur's partner companies. This involves gauging how advanced these are, and then implementing financial disciplines that help them better understand their businesses, from establishing budgeting and forecasting cycles, to completing monthly performance reviews. We've had some great feedback so far, which is incredibly rewarding to be able to provide guidance that enables these companies to reach their potential and continue to grow.

What does 'shape the future of vaping' mean to you, and what are the biggest challenges in achieving this mission?

To me, shaping the future of vaping is all about building scale, which is exactly what we're doing. With 12 businesses in the portfolio, we've deliberately selected companies that are aligned to our principles, meaning we're ideally-positioned to drive a positive change.

People's perceptions of the industry is no doubt a challenge that the category as a whole has been working to overcome. By continuing to educate consumers, clearly communicating with regards to products, and acting ethically, we're making great progress.

Plxsur has had an impressive growth trajectory in its first two years, where would you like to see the business in the next five?

Plxsur currently has a c10% market share, and our goal within the next five years is to reach 20%. In the longer term, we're laser focused on helping more and more smokers make the transition to reduced risk alternatives. As we do this, not only are we helping to save the lives of those impacted by smoking, but we are driving Plxsur as a business, bringing us closer to our market share target.



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