

Bepanthen®

**GLOBAL BRAND
SUSTAINABILITY
PLAYBOOK**

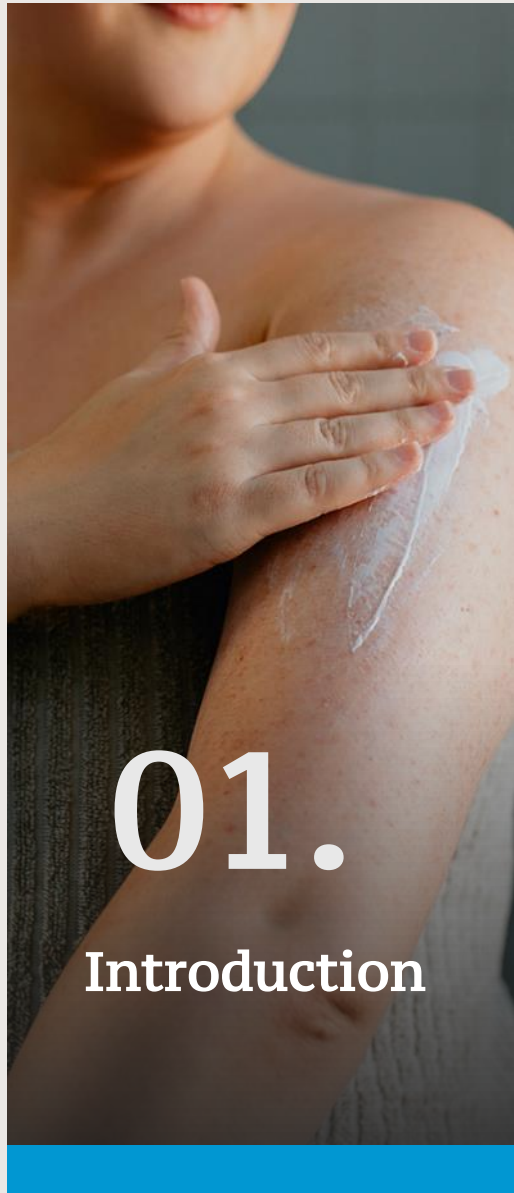


WELCOME TO OUR

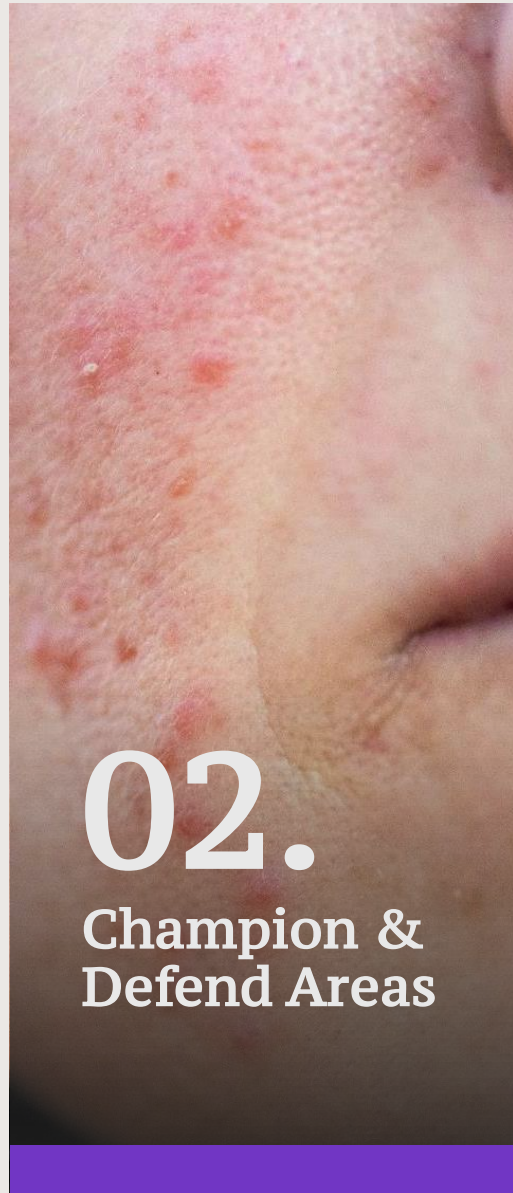
Sustainability Playbook!

This document provides guidance to our Bepanthen community worldwide on **how to activate sustainability**, consistently aligned to the **brand's unified strategy, ideology and positioning**. Acting as north star, it provides a comprehensive overview of **cross-functional efforts for implementation** across all relevant areas of the value chain.

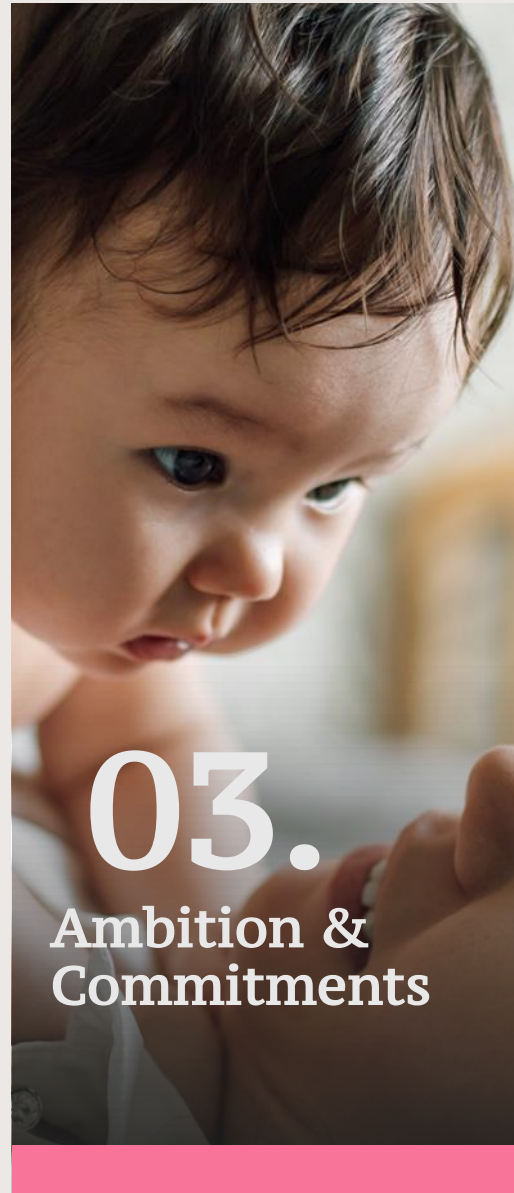




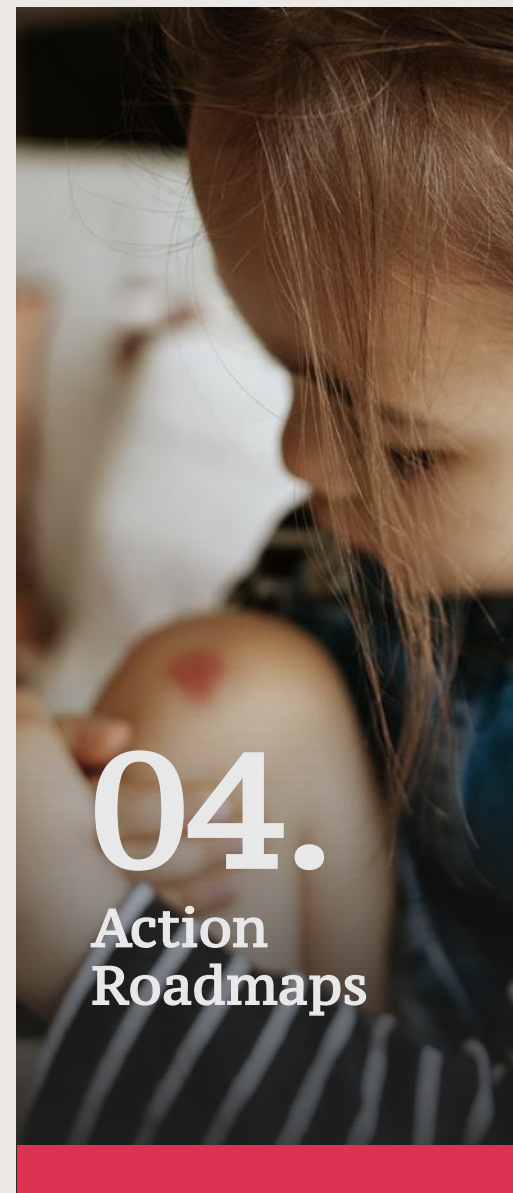
01.
Introduction



02.
Champion &
Defend Areas



03.
Ambition &
Commitments



04.
Action
Roadmaps

A close-up photograph of a woman's neck and shoulder. A hand is applying a white cream to her neck. The woman has a small earring and a ring on her finger. The background is blurred.

01

Introduction

Before we start, let's clarify what sustainability means to Bayer

A growing and aging population and the increasing burden on ecosystems are among the biggest challenges humanity faces. As the world's leading company in healthcare and nutrition, Bayer contributes to solving these global challenges by **sustainably improving farming and access to nutrition and healthcare** - and thus people's lives.

Thinking of the **17 Sustainable Development Goals**, adopted by the United Nations as a global framework to reach peace and prosperity for all people by 2030, across our three divisions we can influence many different arenas, having the biggest corporate impact on those highlighted to the left.

For Bayer, and consequently all its brands, **sustainability holds environmental, societal and economic lenses**: as a company, we must find ways to minimize our impact on the planet while commercially delivering self-care solutions and literacy to people all around the world.

It is important to remember that sustainability is more than CSR. It safeguards business success by unlocking opportunities for optimization in our operations and inclusive growth, acting as a key driver for innovation. While embracing non-commercial approaches and donations remains part of our responsibility to society, we must go beyond and make sure **sustainability itself becomes sustainable**, embraced by all areas of the business and our brands with a **long-term commercial mindset**.

Note: For more details on Bayer's corporate sustainability strategy, click [here](#); For more details on the UN SDGs, click [here](#).



But then what does it mean to our Consumer Health brands?



A sustainable brand is one that has **successfully integrated environmental, economic and social issues into its end-to-end value chain**. It surprises and delights all its stakeholders, today and from future generations, by being good and doing good for **people, planet, and profits** too.



Becoming a sustainable brand takes time and effort - thinking of the sustainability maturity scale below, getting to a high level requires **improving businesses practices holistically**, be it how ingredients are sourced, how products are manufactured and distributed, how consumers are represented in media and advertising.

It is important to remember that given each of our brands is uniquely positioned and holds its own value, beliefs, and purpose, naturally their **sustainability expressions will also be unique**. While on Corporate level Bayer focuses on a core set of SDGs, some of our brands might go beyond and explore links with other SDGs, which are closer to their **DNA** in a more organic way.

Sustainability is not part of the brand at all

Sustainability is fully embedded in core of the brand and its value chain

Level 0 Below Threshold	Level 1 Conventional	Level 2 Getting Started	Level 3 Promising Progress	Level 4 Emerging Leader	Level 5 Catalyst For Change
Sustainability is led by the corporate brand and its intent.	Brands is compliant with the regulatory basics of sustainability.	Brand is activating sustainability ad hoc whilst beginning its strategic thinking.	Sustainability is an emerging priority for the brand and is beginning to show in its mixes.	Brand leads bold sustainability initiatives that protect against threats and enhance its image with stakeholders.	Brand is recognised as a catalyst for positive change across all parts of its value chain and beyond.

For Bepanthen specifically, sustainability means healing young people who feel vulnerable because of their skin, and is connected to SDG 3

Bepanthen's sustainability impact focuses on helping young people - children and young adults - who suffer from poor skin health to heal from within by providing the loving touch needed for to **build a strong and healthy sense of self during their formative years**, so they can grow with confidence.

It remains authentic to the **brand essence of skin healing** and the brand belief that **skin is much more than its superficial appearance**, it's a mirror of our inner selves and serves as armor to the outside world. When this armor is damaged, feelings of vulnerability amplify, bringing heightened worry and stress. From physical to emotional vulnerability, we can all relate to a vulnerable moment that impacted our sense of self worth and confidence. True healing can only happen from within, when we look at ourselves and gather the strength to keep going.

As a skin healing expert, Bepanthen is committed to **closing these windows of vulnerability in young people's lives**, nurturing their skin and restoring the strength they need to grow into healthier and more fulfilled adults.

In the next chapters of this playbook, we will deep-dive into the strategic pillars and commitments that lead Bepanthen to contribute to SDG 3.



Calls for ensuring healthy lives and promoting well-being for all at all ages, with **prevention, treatment and promotion of mental health** included as focus areas within the total Goal scope.

A close-up photograph of a person's hands being massaged. A hand with a ring is applying a white cream to the back of another hand. The background is softly blurred, showing a person in a pink top and floral shorts. A bright blue L-shaped graphic element frames the text on the left side of the image.

02

Champion &
Defend Areas

Starting Point

For Bepanthen, our strategic starting point is the **Brand Hive**, especially our **Purpose**, the reason we exist beyond simply making a profit, and our **Impact**, as our social/environmental or economic expression in the world.

Our sustainability strategy is built true to how we think as a Brand, following the principle that all efforts must be **connected and coherent to the brand's ideology**, adding value to consumers, customers, partners and unlocking business growth in a **meaningful way for our brand** (building, not harming, equity).

Our **sustainability manifesto** and the **pillars of our strategy**, called **Champion & Defend Areas**, follow these guidelines.



Our sustainability manifesto serves as the north star to our strategy

Bepanthen sees the most vulnerable, kids and young adults, and extends its loving touch to their skin and the human inside, so they can heal from within.

SEES THE MOST VULNERABLE

Bepanthen is authentic, open minded and inclusive. It indistinctively supports, comforts, heals and protects people and skin of all ages, genders, ethnicities, and walks of life. While we are experts in skin health, we always bring science and humanity together, deeply empathizing with the people we serve on a human level.

EXTENDS ITS LOVING TOUCH

Bepanthen always shows up warmly - it is soothing, it feels like a safe and loving hug - and empowering - it stands by people and imparts the strength they need t keep going.

HEALING FROM WITHIN

Having pioneered the topical use of Provitamin B5, known as “the skin repair vitamin”, Bepanthen’s founding science uniquely repairs and protects skin from the inside out. While healing skin, it also fosters moments of deep human connection and self-care that help people heal emotionally and mentally.

Bepanthen Champion Area is centered on “healing young people who feel vulnerable because of their skin” while Defend Areas focus on environment

<p>Bepanthen has selected 3 Champion & Defend Areas</p>	 <p>CHAMPION</p>	 <p>DEFEND</p>
	<p>Heal young people who feel vulnerable because of their skin</p>	<p>Gentle & Clean Formulations</p>
	<p>Sustainable & Inclusive Packaging</p>	

Champion Areas are **sustainability topics we want to be known for and to amplify with consumers, customers, and partners to drive preference**. They are key differentiators and offer us competitive advantage. But remember, we must have right to play and credibility with our Champion Area.

Defend Areas are topics we need to be aware of to avoid alienating consumers, customers, partners, or other opinion formers. **We must work on them and make sure they are in place for protection** not for competitive advantage.

IMPORTANT GUIDANCE

You have now seen our selected Champion and Defend Areas and how they translate into our Manifesto.

But how exactly is our Manifesto meant to be used? What is its role in our strategy?

STRATEGIC BACKBONE

Our manifesto summarizes to BCH and agency teams **what our sustainability focus is all about** in a short crisp sentence. Being reflective our Champion Area as the topic we want to be known for, it serves as backbone to link strategy to implementation, **inspiring and steering some of our core sustainability actions** (later outlined in Actions Roadmap chapter).

NOT EXTERNAL FACING

While our manifesto is meant to inspire and steer our focus sustainability actions that show up to the world, it is **not an external facing copy in itself**. It isn't meant to be amplified externally with consumers, customers, partners, as what they should see is rather **what we choose to do to bring our manifesto and Champion Area to life**. We must walk to the talk.



**DEEP DIVE INTO OUR
CHAMPION AREA**

The unique challenge Bepanthen can help with:

LITTLE ATTENTION GIVEN TO EMOTIONS

Skin health is inextricably **linked to both physical and mental factors**: Many who suffer with chronic skin issues such as eczema and psoriasis struggle with the vicious **cycles of stress and anxiety** as possible skin triggers. Even in simpler skin issues, such as nappy rash, emotional forces play a big role as parents and caretakers struggle with the **fear and guilt** of getting it wrong.

Those who suffer from skin issues, or those whose beloved family members do, often report **to feeling misunderstood, judged, and alone** in their battle with physical skin and mental health.

One way or another, when skin becomes an issue, it **affects people's strength and resilience**... and that is even more concerning with young people who are still learning to navigate these emotions

What stories do your skin marks tell?

What parts of your story are you proud to show?

What parts do you wish you could hide?

Are you comfortable embracing your scars?

Do you feel judged for your flaky, red skin patches?

Do you feel safe to present yourself as who you truly are?



The unique challenge Bepanthen can help with:

VULNERABILITY IN FORMATIVE YEARS

Vulnerability affects us all at some point in our lives... it knows no boundaries, is multigenerational, and a function of what life throws at us.

Windows of vulnerability (WOV) are specific times when our defensive measures are significantly diminished or lacking. They can occur any time. During these windows, the **ability to withstand adverse effects is compromised**, and this is even worse among vulnerable communities who are more susceptible to social discrimination and harm.

For children and young adults, skin conditions can create a cloak of vulnerability that overshadows their formative years, **impacting school performance, sleep, relationships, and overall daily life**. These scars, both physical and emotional, can then be carried through life.

As babies, we are defenseless in the face of the world. As young children, we need the care and love of our parents. As teenagers, we need validation and affection from our family and friends. The sum of all experiences - good and bad - we live **through these years contributes significantly to shaping healthy, fulfilled, happier individuals**.



How does Bepanthen contribute to solving the problem?



REPRESENTATION

We celebrate diversity by delivering positive yet realistic depictions of human connections and young individuals and their families, **featuring real skin, unfiltered**, in all our brand and comms assets. By leveraging our scale and partnerships, we ensure children and young adults around the world **see themselves represented in media content** authentically, **breaking negative stereotypes** and helping them feel seen, heard, supported and empowered.



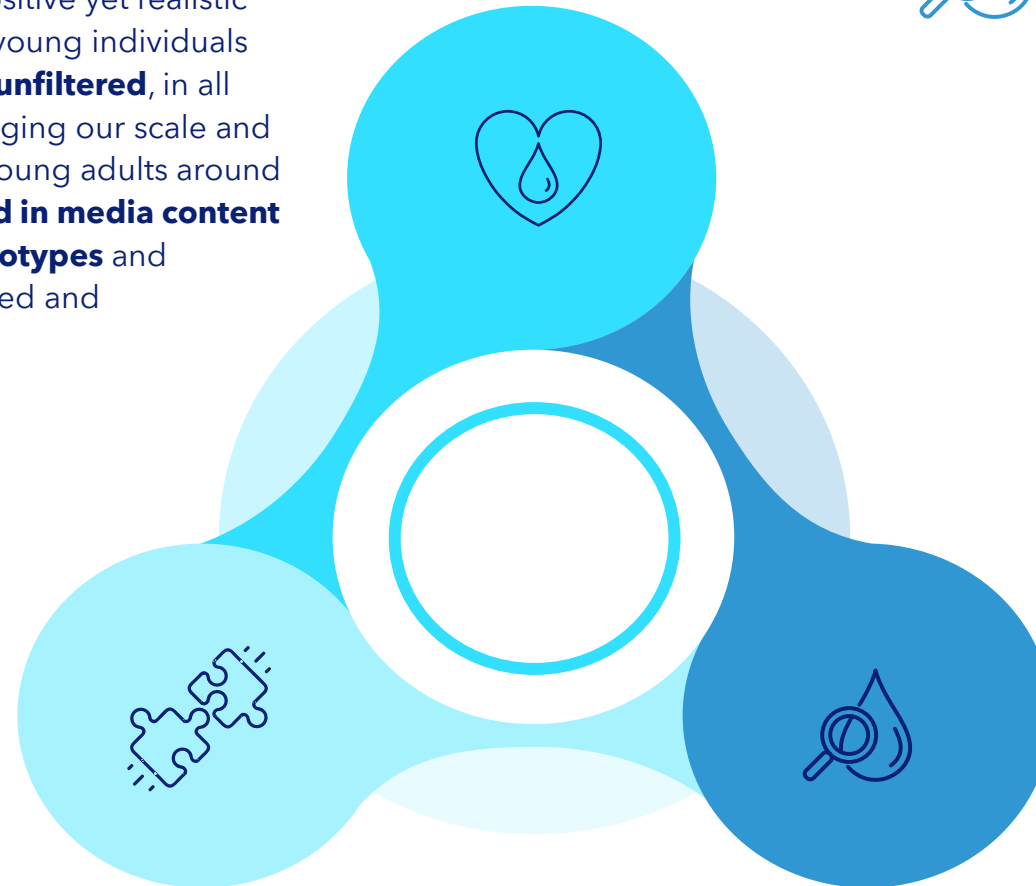
CONNECTION

There is nothing more frustrating than feeling misunderstood and alone in our problems. We help vulnerable youth and their caregivers to connect with others **going through similar journeys** and who **understand, on their own skin**, what they are experiencing.



EDUCATION

With 80 years' expertise healing skin with science, we take responsibility to proactively provide young adults, parents and caretakers of young children with **simple, easy to understand, solid evidence** of skin reality, so they can be reassured in their self-care habits and choice of products. Backed by science and using consumer-friendly language, we **debunk skin myths and fads** that wildly circulate in social media and sometimes aggravate the emotional and mental burden from those suffering with skin issues (ie. eczema happens due to lack of hygiene, psoriasis is a contagious condition, etc) helping tell real from fake.



EXAMPLE

How do we bring our Champion Area to life?

REPRESENTATION

We helped children in Mexico see themselves **authentically represented in a face they know** well - Luna, the beloved lead character from hit series "Earth To Luna" - using the power of AI to feature in Luna's face different skin marks and eczema lesions that resembled the ones carried by the kids.

EDUCATION

We tapped into moments that matter along the CSJ to deliver helpful information about skin health, focused on eczema, to the kids and their parents and caregivers, for example, making **educational materials** available in HCP offices along with the customized episodes from Luna's show, to be checked out while waiting for a consultation.

CONNECTION

We invited parents and caregivers in Mexico to share the reactions of their children when finding out about Luna's new skin feature, as well as influencers who could tell their stories growing up with skin conditions, **amplifying their voices to resonate with others** looking for emotional support.



How we bring to life our sustainability Champion Area

Healing young people who feel vulnerable because of their skin

WHAT OUR CHAMPION IS ABOUT

Focusing on **real skin issues** ie. atopic eczema, allergic dermatitis, scars, marks, burns, etc. **with skin always being the anchor of every story.**

Showcasing **skin issues for which we have products and solutions**, and only expanding as our portfolio grows (ie. psoriasis in pipeline).

Responsibly inclusive of parents and caretakers when addressing young children who should not be accessing online content independently without supervision.

WHAT OUR CHAMPION IS NOT ABOUT

A Dove "Real Beauty" copy-cat talking about physical appearance **without any relation to true skin health concerns** (ie. body size confidence).

Representing **skin conditions we do not have products or solutions for**, meaning we cannot help consumers physically but only emotionally.

Talking directly to young children **without including their parents or caretakers.**

IT SHOULD BE

genuine, positive, human

caring, understanding

clear, simple, non-nonsense

proactive, practical, truthful

AND SHOULD NOT BE

stereotypical, fake, staged

cold, judgmental, sales driven

confusing, overwhelming, overly scientific

overpromising, misleading

SO THAT CONSUMERS FEEL

truly seen

resilient

in control

empowered to care for their / their kids' skin

Skin Like Me

THE FIRST AI-POWERED FACIAL-MAPPING TECHNOLOGY THAT RENDERS SKIN CONDITIONS IN REAL TIME.

// Background

Background: 70% of kids with skin conditions experience bullying. Part of the problem is how skin conditions are portrayed in the media. Because scars, burns, and other blemishes always end up on the evil characters, while the positive characters have clear skin.

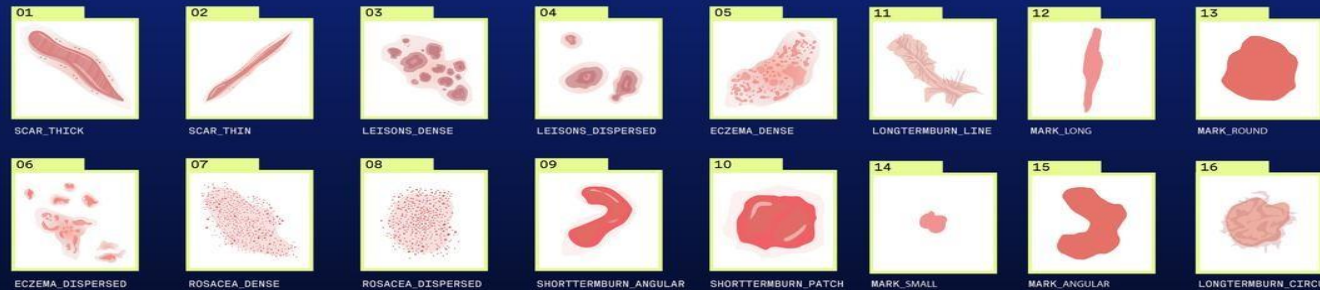
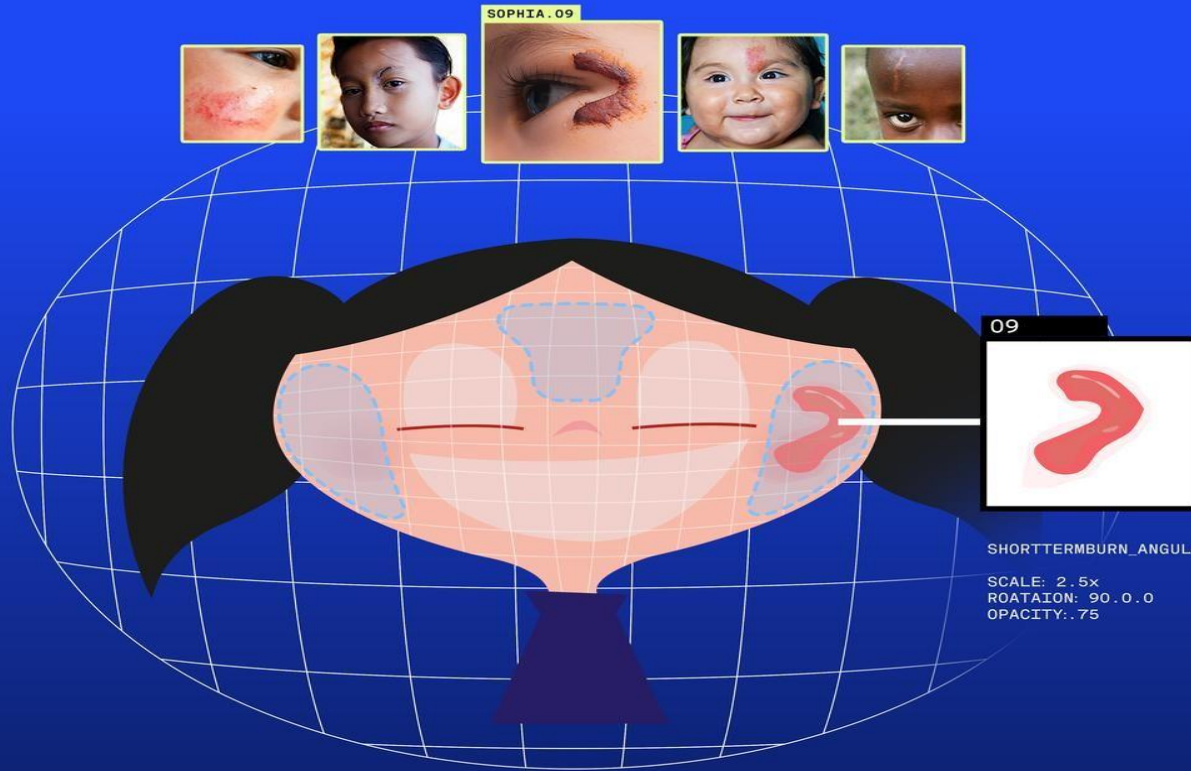
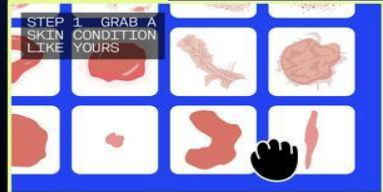
// The Idea

We launched an AI-trained tool that lets kids personalize their favorite cartoon's face from a library of dozens of skin conditions. With AI, these skin markings were rendered onto the cartoon's face, in real time, empowering kids with skin conditions by seeing themselves positively represented in the show they love.

// Meet Luna

Luna is the beloved face of "Earth to Luna!", one of the most popular children's shows on Discovery Kids and YouTube. Now, thanks to our breakthrough technology, she's also the face of millions of children with skin conditions.

USER EXPERIENCE



// The Tech

For the first time, AI was used to map a cartoon face instead of a human's. To achieve that, we had to overcome challenges associated with odd symmetry and irregular movement patterns seen in cartoons. By integrating computer vision techniques and deep learning, the facial-mapping technology is able to create more than two-million unique videos for audiences within seconds.

OVER 2 MM
UNIQUE EPISODES

OVER 8 MM
TOTAL IMPRESSIONS

36 %
INCREASE IN WEBSITE TRAFFIC

OVER 75 HRS
WATCHED IN THE FIRST TWO WEEKS



**DEEP DIVE INTO OUR
DEFEND AREAS**

What we mean by and how we work on Gentle & Clean Formulations

WHY IS IT IMPORTANT?

Bepanthen has been historically known for its **gentle, safe, yet effective formulations** that help heal skin from within of people from all ages.

We are **dedicated to maintaining our brand promise of purity and reputation as a trustworthy, responsible skin health brand** offering product suitable for even the most sensitive skin, while upholding high ethical standards.

Consumers today are increasingly aware and cautious with what they put on their skin, demanding transparency and avoiding ingredients they don't really know or perceive negatively.

Ethical consciousness also grows as consumers seek products manufactured without causing societal and environmental harm, with certifications such as cruelty free and vegan on the rise.

OUR FORMULATION PRINCIPLES

Only safe, gentle and efficacious ingredients

We are committed to only using ingredients that directly benefit the health of the skin or support integrity of our formulations:

- **No restricted ingredients from Bayer's Material Stewardship List**
- **No potential allergens or skin irritants** incl. colorants, perfume, classical preservatives such as parabens, and essential oils (unless safety assessment cleared)
- **No controversial ingredients lacking safety and efficacy data** substantiation or that may harm our effective gentleness equity, incl. homeopathic remedies, CBD and THC derivatives
- **Committed to zero animal testing** unless mandated by authorities.

Animal testing must be avoided as far as possible with alternative methods proposed to Health Authorities. Should that be insufficient, a thorough risk-benefit assessment will be conducted including PTS of test, business case, and claim impact to weight benefit vs. reputational risk for the brand by the Megabrand LT (Enterprise + Regions jointly).

What we mean by and how do we work on Sustainable & Inclusive Packaging

WHY IS IT IMPORTANT?

We want to be recognized by our gentle, safe, simple and yet effective skin health solutions that deliver on the holistic needs of our consumers.

That includes not only our products and services, but also packaging, ensuring consistency across our entire marketing mix. **Environmentally sustainable and socially inclusive packaging** is increasingly more seen by consumers, customers and regulators as **a hygiene factor in our category**. If our packaging does not meet expectations, it will never reflect the holistic approach to well-being that we want to deliver to consumers.

By meeting consumers' growing expectations around the role of brands in society, we **strengthen our brand reputation**, while at the same time contribute positively to the planet and society.

OUR PACKAGING PRINCIPLES

Environmentally sustainable

We are committed to reducing the environmental impact of our packaging materials, in line with the broader BCH Sustainability Strategy, across the 4Rs:

- **100% recyclable or reusable** primary packaging
- **Lightweighting, reduction of virgin materials, and removal of unnecessary primary pack** wherever possible
- **Removal of secondary carton box over 100g/ml products** where possible
- **Sustainably sourced paper** overall if feasible

Given our portfolio is massively composed of tubes, pumps and bottles, dedicated projects have been initiated to tackle these commitments (ie. project Karaoke).

Socially inclusive

We are committed to increasing the accessibility of our packaging to ensure it can be comfortably used by as many people as possible, delivering optimal UX fit with consumers' diverse needs and daily routines:

- **Inclusive and accesible 2D pack graphic design** (fonts, colors, contrast)
- **Inclusive and accesible 3D structural packaging** (grip, caps and dispensing mechanisms)
- **Accesible product information** online (ie. QR) and offline (ie. Braille) pack features

RESTRICTED

A close-up photograph of two hands. The hand on the left is dark-skinned, and the hand on the right is light-skinned. They are both holding a small, white, rectangular object between their fingers. The background is a soft, out-of-focus grey. A bright cyan border frames the text on the left side of the image.

03

2030

Ambition &
Commitments

To successfully implement our strategy, we mapped where we are now vs where we want to be by 2030



WHERE WE ARE IN 2025

Our Sustainability Strategy hasn't yet been shaped at a brand level, meaning any initiatives are ad-hoc and driven either by the overall Skin Health Category Strategy, by markets or by following Bayer's corporate sustainability targets but these lack connection to a brand specific sustainability agenda. The one area that has seen some cross-functional work at a Category level is on Packaging where all Brands face the same or similar challenges. This is the exception and work has started.

WHERE WE WANT TO BE BY 2030

Bepanthen's purpose and connectivity to SDGs 3 will not only be showing up consistently across our entire mix globally but also be truly recognized externally, with partners proactively applauding the work to create a paradigm shift and enabling people to act now for a better life. Our living legacy as a Brand, to be the fuel that inspires immediate action and sustained change, will show up as we deliver on our manifesto and ignite change for good.

A close-up photograph of a woman with a white towel wrapped around her head like a turban. She has her eyes closed and a slight smile, appearing to be in a spa or bathroom setting. She is applying a white cream to her face with her fingers. The background is softly blurred, showing what might be a window or a wall. A bright blue L-shaped graphic element is overlaid on the image, framing the text on the left side.

04

Action
Roadmaps

There are 3 key roadmaps to activate our sustainability strategy



01

HEALING YOUNG PEOPLE WHO FEEL VULNERABLE BECAUSE OF THEIR SKIN

Provide products and services that allow young people to overcome physical and emotional vulnerability due to their skin, allowing them to heal.



03

GENTLE & CLEAN FORMULATIONS

Establish product development principles to uphold Bepanthen's reputation as a brand with safe, gentle and effective products with minimal formulations using only essential ingredients, and made ethically.



02

PACKAGING

Reduce our **environmental impact** focusing on recyclability and increase **social inclusion** via digital and physical accessibility

RESTRICTED

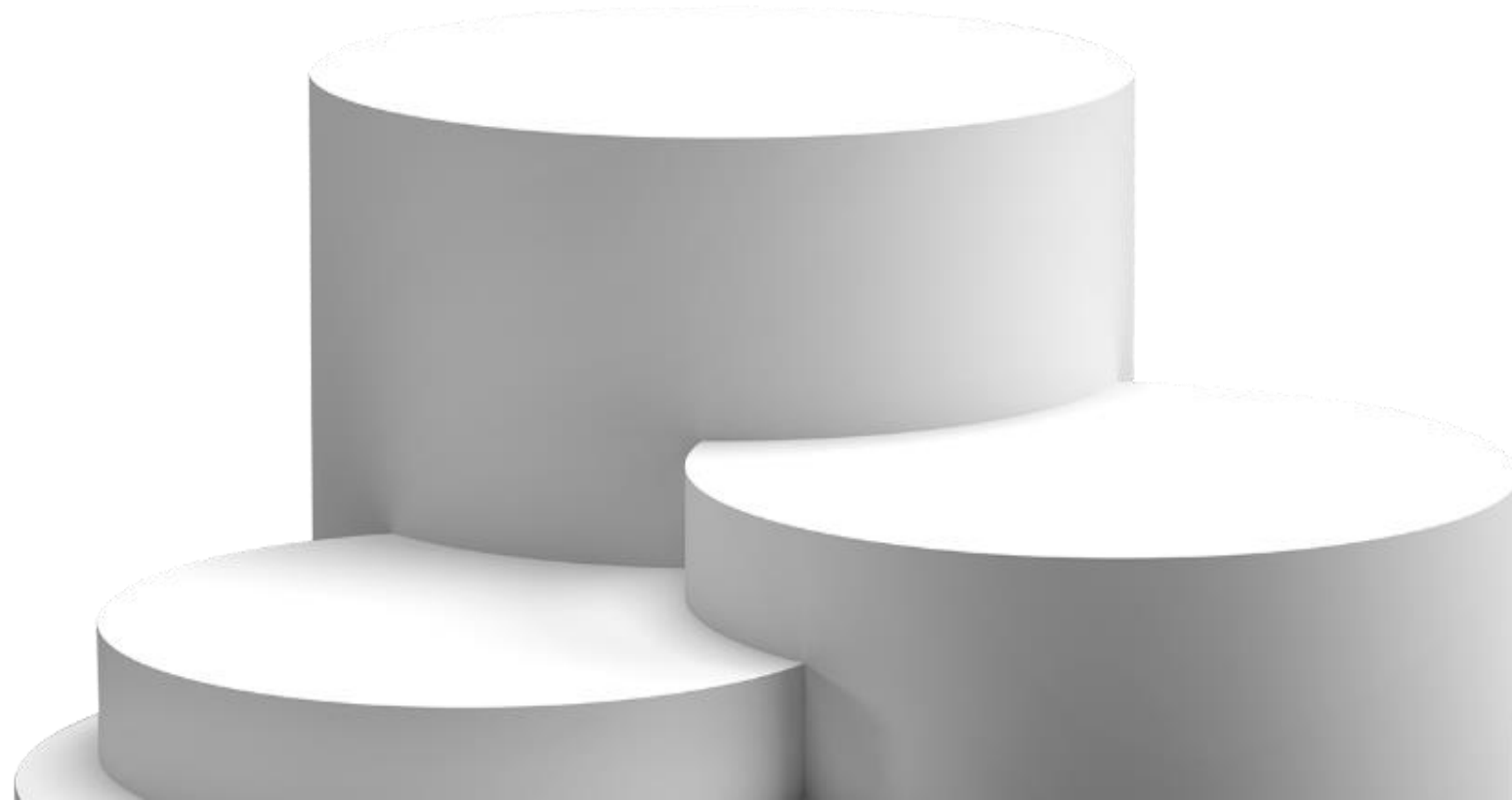
There are 3 key roadmaps to activate our sustainability strategy



01

HEALING YOUNG PEOPLE
WHO FEEL VULNERABLE BECAUSE OF THEIR SKIN

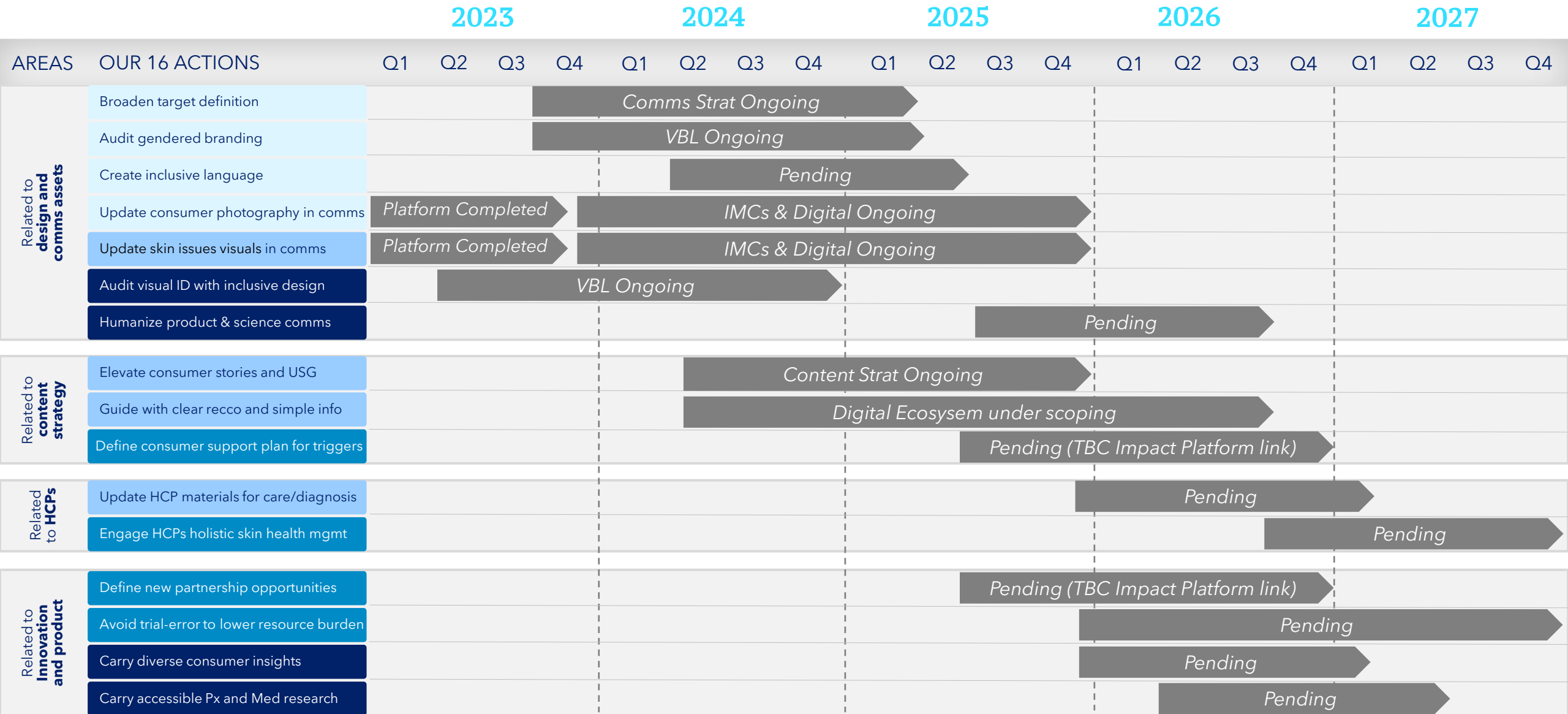
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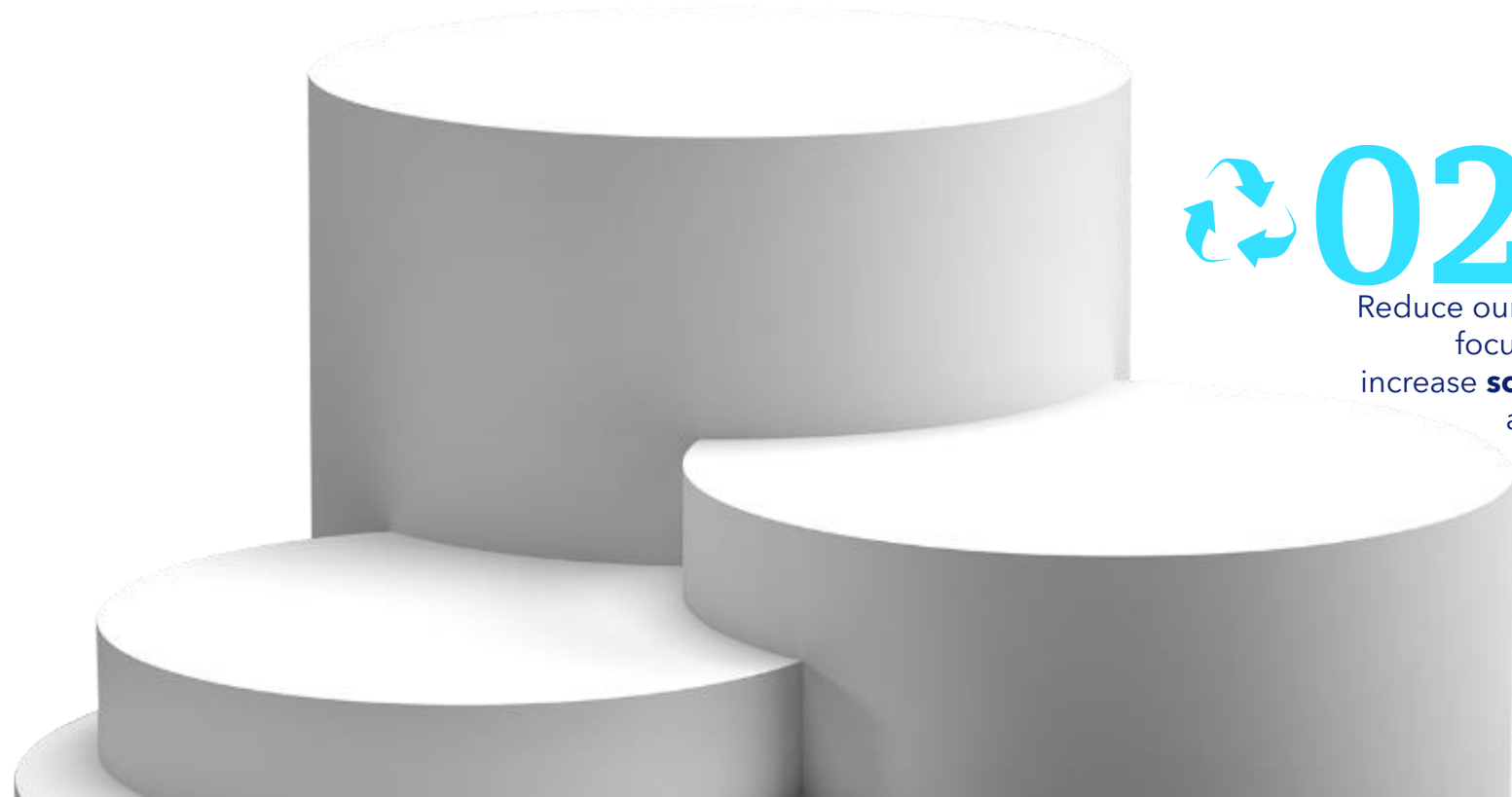
RESTRICTED

Champion Area Actions Roadmap

HEALING YOUNG PEOPLE WHO FEEL VULNERABLE BECAUSE OF THEIR SKIN



There are 3 key roadmaps to activate our sustainability strategy



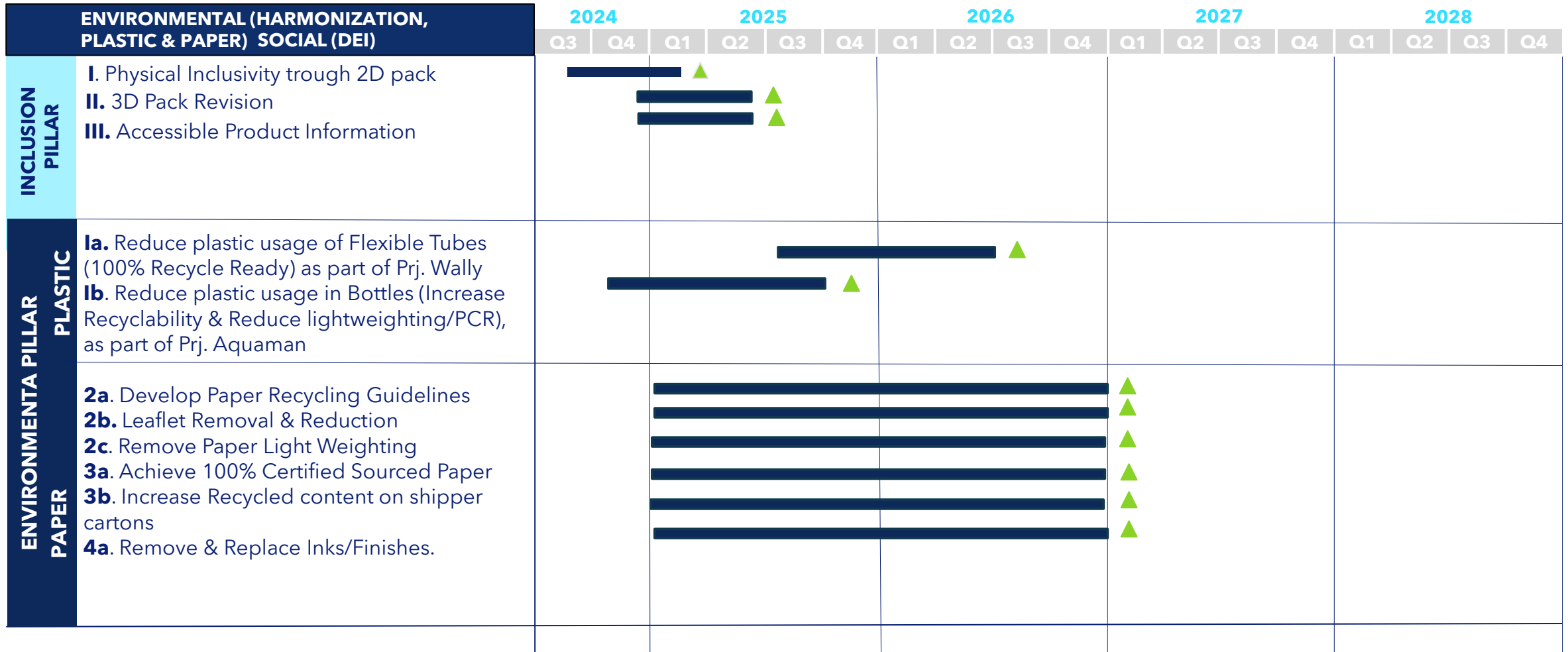
02

PACKAGING

Reduce our **environmental impact** focusing on recyclability and increase **social inclusion** via digital and physical accessibility

RESTRICTED

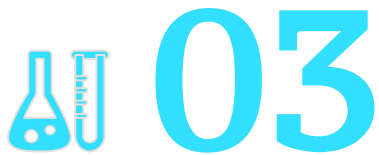
Sustainable & Inclusive Packaging Actions Roadmap



Note: For more details on BCH's Packaging Environmental Strategy check [playbook's appendix](#).

RESTRICTED

There are 3 key roadmaps to activate our sustainability strategy



GENTLE & CLEAN FORMULATIONS

Establish product development principles to uphold Bepanthen's reputation as a brand with safe, gentle, effective products with minimal formulations using only essential ingredients, and made ethically.

Gentle & Clean Formulations

Actions in a Page



Technical Guidelines

Bepanthen product formulations should be developed following clear innovation guardrails:

Mandatory IN

- **Must contain Dexpanthenol** (Provitamin B5) as common thread connecting all our ranges as Bepanthen's signature ingredient
- **Selected ingredients must have either a skin health benefit or reason** for being in the formula to preserve its integrity
- **Formulas must be proven efficacious** to deliver on claims and backed by science
- **Dermatologically tested**
- Subject to **toxicological evaluation and/or safety tests** meeting industry standards
- **Baby products specifically checked** for isotonic osmolality, pH, and high tolerability

Mandatory OUT

- **No restricted ingredients from Bayer's Material Stewardship List** (MLS)
 - please request access and do not share outside the organization
- **No ingredients that harm brand promise of gentle and minimalistic formulations:**
 - Colorants
 - Perfume
 - Potential irritants (ie. essential oils) unless safety assessment cleared
 - Classical preservatives (ie. parabens)
 - Steroids
- **No controversial ingredients lacking safety and efficacy data** substantiation or that may harm our effective gentleness equity, including:
 - Homeopathic remedies
 - CBD and THC derivatives
- **No animal testing unless mandated by health authorities**

RESTRICTED

Let's look at our 2030 ambition in details

Given our Champion Area, Purpose and Influence have the highest ambition, with potential to drive systemic change within and beyond our category, shaping a strong partnership ecosystem for our brand. Champion Area also reflects higher levels in proposition, promo and place within our mix. On portfolio, hygiene factors must be in place from an environmental POV, but there is potential opportunity to further advance social impact (ie. inclusive solutions that contribute to a diverse range of consumers). Pack also shows higher ambition, with plastic waste chosen as Defend Area.



	Starting Point	2025 Ambition	2030 Ambition
Purpose	0.2	2.5	4.0
Brand Influence	0.2	2.5	4.0
Portfolios	0.4	2.0	3.5
Marketing Mixes	0.0	2.0	3.5

Level 0 Below Threshold	Level 1 Conventional	Level 2 Getting Started	Level 3 Promising Progress	Level 4 Emerging Leader	Level 5 Catalyst For Change
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PURPOSE: EMERGING LEADER (4.0)

Our purpose and its connectivity to UN SDGs 3 is admired for caring about something specific and relevant that resonates in a meaningful way with stakeholders, making a tangible and measurable difference to the lives of people.

INFLUENCE: EMERGING LEADER (4.0)

Sustainability is acknowledged by all stakeholders to be a priority for Bepanthen, internal stakeholders across the business are proud of what Bepanthen is achieving and external parties actively seek collaboration with the brand because it is held in high esteem for the positive impact it is having.

PORTFOLIO: PROMISING PROGRESS (3.5)

On environmental side, LCA of top SKUs is done and EPD roadmap is set to clean up the current portfolio as needed and where possible (hygiene factors). On societal front, our innovation strategy is considerate of Champion Area, with NPD/EPD delivering sustainability in line with our Purpose. An assessment of all pipeline projects at key stage gates is in place (SbD program). Suppliers and partnerships strategy is in place to address Champion & Defend Areas and help reinvent where sustainability is too expensive.

MIXES: PROMISING PROGRESS (3.5)

Bepanthen is incorporating sustainability into its entire mix, connected with DE&I, as well as co-communicating with partners:

PROPOSITION: Champion Area is expressed in the mix and in connection to our sustainability expression on DE&I.

PROMO: sustainability in comms is robust (>10%), with social media strategy is in place (well integrated with the brands' platforms), and a clear partnership strategy is set with tiering of partners including NGOs.

PACK: beyond packs labelled for effective disposal and usage of responsibly sourced / recyclable materials, the packaging line is also adapted to meet 3Rs (recycle, reduce, responsible) goals where possible. Some selected pack solutions might be starting to be re-engineered for the future.

PRICE: sustainability is being leveraged to support price increases (as appropriate) with consumers and customers.

PLACE: a customer engagement sustainability strategy is established at least in core markets / key accounts.

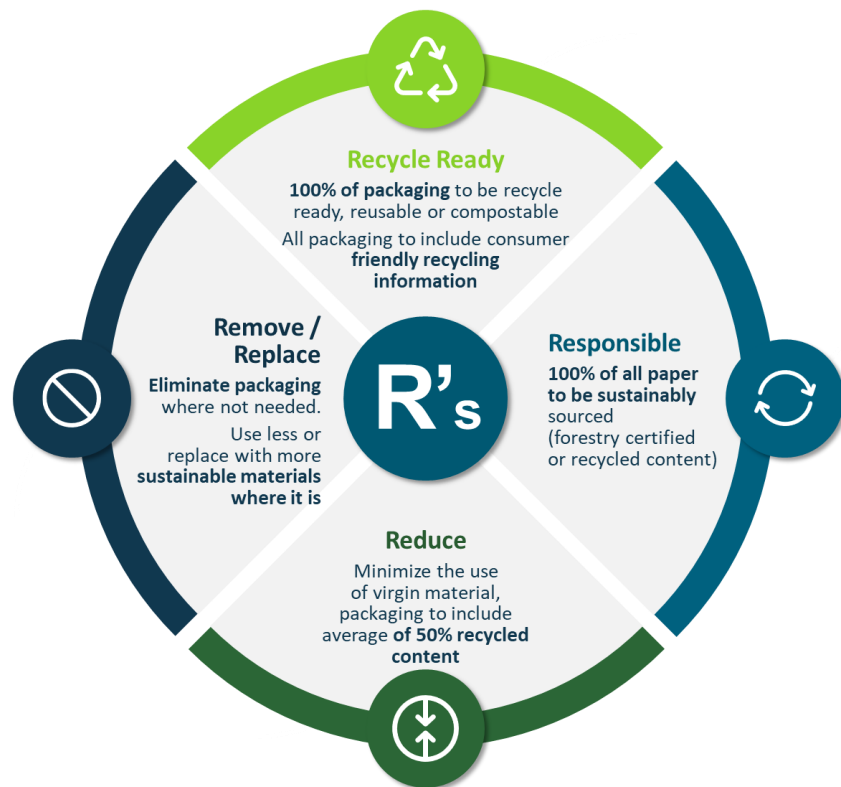
Note: more details per pillar of Purpose, Influence, Portfolio and Mixes are available in this playbook's appendix.



Impact of BCH Sustainability Agenda on Bepanthen's portfolio

In harmony with BCH Packaging Sustainability, Bepanthen portfolio, which mainly includes bottles and flexible tubes, contributes with overall GAIA'S workstream to reduce the environmental impact of our packaging materials, anchored by "Wally" and "Aquaman" pillars, to:

- I. **Reduce plastic usage in rigid** tubes
- II. **Reduce paper material**, where elimination is not on the table
- III. **Increase overall blister recyclability** while eliminating usage of PVC



PAPER

Mainly used in secondary packaging: folding cartons, leaflets and shipper boxes. Considered 100% recyclable.

Our approach:

- **Remove** components where not needed.
- **Reduce** packaging material utilization.
- Sourcing of **Responsible** paper (certified).
- Increase use of **Recycled** content.

PLASTIC

Used in ~90% of primary packaging through different formats: blisters bottles, flexible tubes, rigid tubes, sachets & pouches. With **varying levels of recyclability**.

Our approach:

- **Remove** PVC.
- **Reduce** material utilization.
- Design solutions for **Reuse**.
- Design for **Recyclability**.

Ia: Reduce plastic usage of Flexible Tubes: Project Wally



Context:

- Portfolio is a mix of partially recyclable (Al), and non-recyclable (polymer based)

Objective:

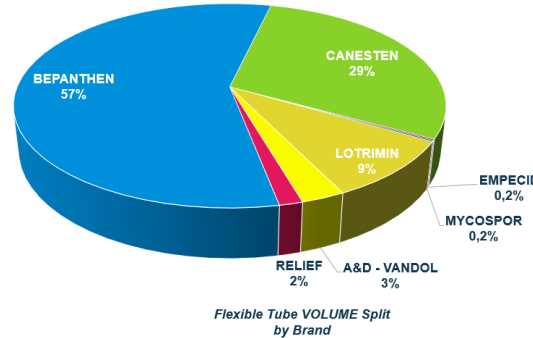
- 100% Recycle ready
- Portfolio harmonisation

Scope:

- All flexible tubes (72 UIs, XXX SKUs)

Strategy:

- Evolution: focus = mono-material plastic
- Portfolio segmented per barrier requirement: L, M, H, VH.
- Lead Site: Grenzach



Introduction of protection level concept

Protection Level	Materials	% of Flexible Tubes Volume Portfolio
Very High Protection	Aluminium	61 %
High Protection	Aluminium Barrier Laminate (ABL) Polyfoil (PF)	24 %
Medium Protection	Plastic Barrier Laminate (PBL) with EVOH	0,1 %
Low Protection	Plastic Barrier Laminate (PBL) without EVOH	3 %



Current Status:

- Portfolio analysis complete: focus on EMEA-DERM UIs (Bepanthen) at Grenzach, Famar
- Various technologies identified to address all barrier levels (inc. Al + PCR, ABL, PBL)
- Recyclability highly dependent on cap size given evolving guidelines.
- Intersection with Squeeze and Karaoke reducing complexity.

Next Steps:

- Target first implementation Q4'25 (cosmetic regulated)

Ib: Reduce plastic usage in Bottles: Project Aquaman



Context: Bottles make the largest contributor (in weight) of plastic Key challenge to address is lightweighting opportunities, inclusion of PCR* content and Cap+Desiccant Recyclability

- Typically, fully/partially recyclable today (key issues = labels / sleeve materials, and Aleve portfolio)
- High plastic utilisation
- Highly fragmented portfolios

Objective:

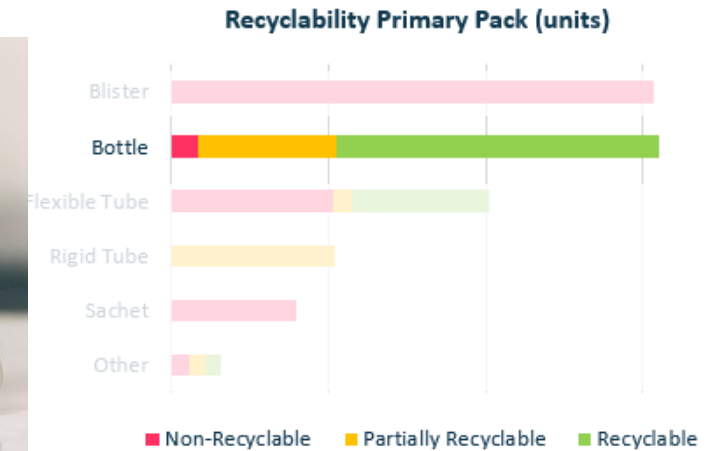
- Recyclability
- Reduce (lightweighting & PCR)
- CO2 reduction
- Portfolio harmonisation

Scope:

- As opportunity defines.

Strategy:

- Category / multi-brand approach
- Multi-benefit; sustainability, equity, usability (inclusivity), portfolio harmonisation



Current Status:

- ~60%+ of bottles addressed via multi-benefit category projects mainly for North America with brand led programs, such as Angi (Pain & Cardio- Aleve, Aspirin, Midol), Green Pea (Allergy- Claritin), Macadamia (VMS- One-A-Day).
- Stock bottle in scoping phase, de-prioritized in 2024 due to smaller impact and limited problem of current portfolio.
- Paper Bottle: exploratory study started with technology from Paboco and film-coated tablets, T6 results expected in Q1'24.

Ic: Harmonize Portfolio of Flexible Tubes: Project Karaoke



Context:

- Portfolio complexity impacts consumer experience, manufacturing efficiency and CoGs.

Objective:

- Minimum packaging references
- Consistent brand experience
- Ultimately a unique design for BPN

Scope:

- All flexible tubes

Strategy:

- Rationalise portfolio to leverage scale
- Define and deliver the ideal consumer experience in tubes



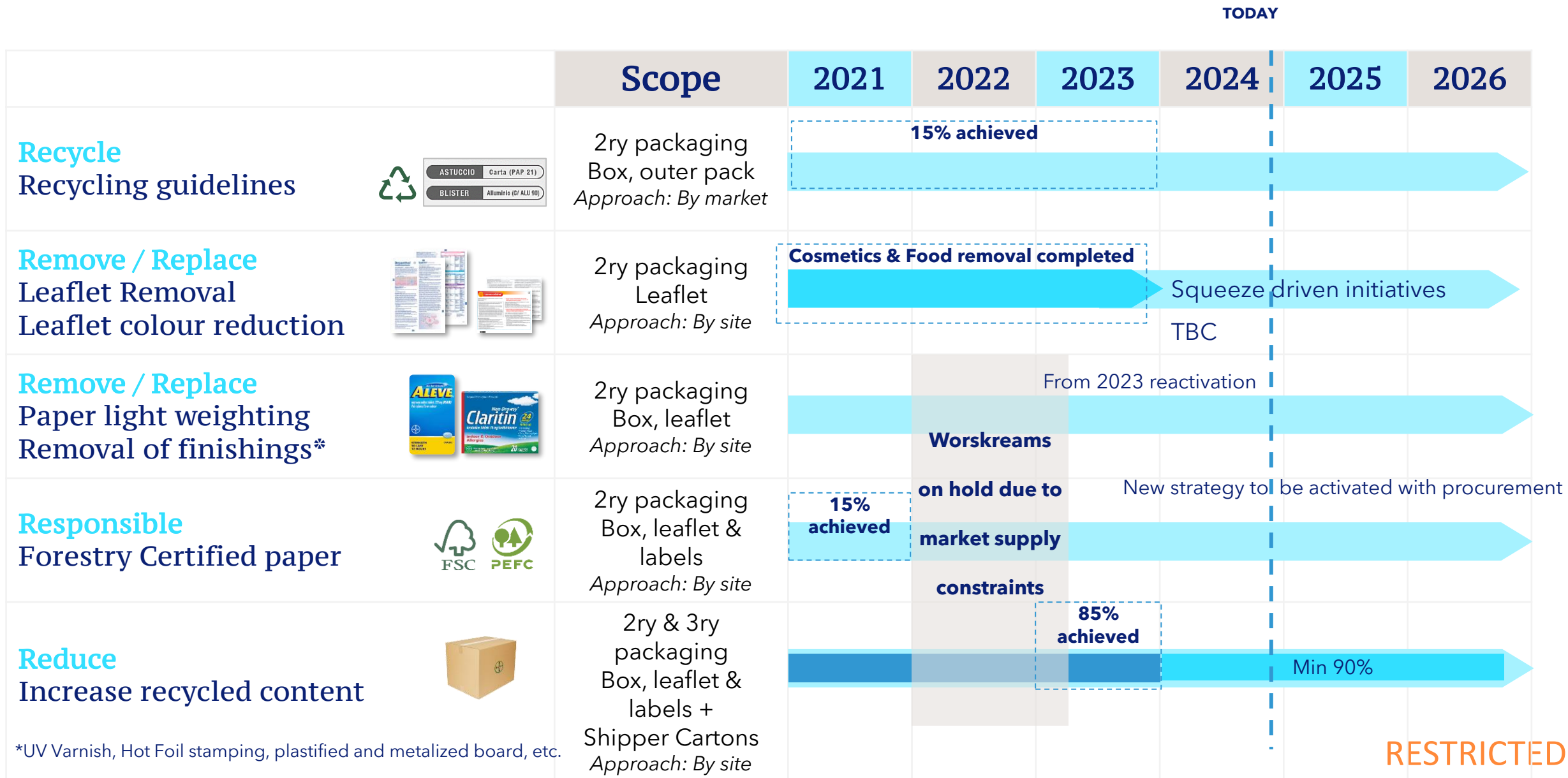
Current Status:

- Phase 1 - to define the short-term packaging strategy: complete. This helps us to keep our portfolio streamlined and our costs as low as possible.
- Phase 2 - new cap concepts: in early development. Goal to maximise the consumer experience while minimising plastic use, creating a unique and ownable Bayer cap.

Next Steps:

- Publish Bepanthen Packaging Strategy to guide regions on packaging selection.
- Continue to develop new cap concepts with brand, consumer and technical inputs.

Ic: Paper Roadmap



*UV Varnish, Hot Foil stamping, plastified and metalized board, etc.

RESTRICTED