



# Our Brand Growth Strategy

# Bepanthen Strategic Context at a glance



## OUR CATEGORY

**Skin Health is large** (+€80bn), **growing** (+4% 5YCAGR) and highly competitive category where both global titan brands and fast-paced small players flood shelves with specialized offerings by the day. Competition succeeds through a balance of strong science credentials and excellent brand executions, afterall, **consumers buy brands they trust and that hold their share of mind and heart.**

Consumers approach their **skin as a continuum**, to be “fixed” when there is damage and acute need, but also to be constantly protected with a variety of solutions that are part of their daily regimens. Self-care grows in importance around the world. These dynamics dictate how **competitors** operate with their portfolios, **offering full regimens for consumer’s skin health needs.**



## OUR CHALLENGE & AMBITION

Bepanthen is known for its safe, gentle, yet effective products that deliver on their promise and have been **trusted for generations for healing damaged skin for all**, from babies to elderly.

As pioneers of topical Dexpanthenol, **our healing story is authentic and our strong equity stemming from the core can travel to new spaces in skin health.** But, for realizing the brand’s potential, we need to break free from consumers’ toiletry cabinets beyond our infrequently used core products, which are limited to problem-fix in nature and occasional use.

Bepanthen’s strategy was therefore designed to accelerate growth by **building Bepanthen as a more holistic, loved, skin health expert brand.**

# Bepanthen Brand Growth Strategy on a page

Our Strategic Ambition is to build **Bepanthen** as a more **holistic, loved, skin health expert** brand

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## AMBITION

Evolve Bepanthen FROM an occasional skin damage saviour  
TO a more holistic, loved, skin health expert brand

## STRATEGIC TERRITORIES OF CHOICE

**Demand Spaces:** Baby & Kids Skin Health | Minor Wounds | Adult Medicated Skincare | Compromised Skin

**Geographic Presence:** EMEA, LATAM, APAC

**Growth Audiences:** Baby & Kids Growth Audience: All expecting parents and parents with a child up to 5yrs of age, conscious about their child's skin health

## BRAND DEVELOPMENT MODEL

### STEP 1 BUILD BASE

Establish base penetration and credentials in healing and efficacy

### STEP 2 INCREASE PRESENCE

Unlock high frequency and new usage occasions for the brand

### STEP 3 BUILD DEPTH

Add premium value entering specialized segments

## GLOBAL STRATEGIC PRIORITIES

### Build a healing, love brand

**Reinforce healing equity** such as through efficacy claims, HCP advocacy and impactful new Science Visualization of VBL, also **ignite emotional connection** with consumers via creative platform 'Love Heals'

**Deploy "Love Heals" creative platform consistently** bringing it to life across all IMCs and create a seamless consumer experience with full funnel brand experiences

**Launch Visual Brand Language** across all brand touchpoints to unify the portfolio & activations with coherence and to reinforce brand identity

**Activate the brand purpose by acting on sustainability strategy:** Champion Area 'Healing young people who feel vulnerable because of their skin' and Defend Areas 'clean formulations' and 'sustainable & inclusive packs'

### Develop a holistic skin health portfolio

**Build base by keeping the healing core competitive:** Secure a healthy core grounded on strong efficacy claims and HCP endorsement whilst developing commercial innovations and NPDs in core to future-proof the business in long run

**Increase presence by expanding into high-frequency use territories** offering daily skin regimens that open space for the brand in new usage occasions: adult medicated daily skincare, eczema restore, baby & kids daily skin health

**Build depth by serving specialized skin needs:** Explore and validate entry into specialized skin health segments such as psoriasis, acne, healthy aging, allergy-prone etc.

### Accelerate global presence

**Scale existing portfolio** accelerating rollout across all white space intersections, leverage new Skin Health Product Catalogue

**Enter new demand spaces at scale** Validated new opportunity fields to be leveraged across top intersections globally for efficiencies

**Continue to grow EMEA and unlock vast potential in LATAM & APAC** to deliver disproportionate growth by addressing consumer needs with tailored solutions in these regions

# Bepanthen Baby & Kids Audience Strategy

By addressing the needs of our Growth Audience and its relevant sub-segments in the Baby & Kids Skin Health demand space, we ensure clear growth opportunity for the brand

## Category Users and Prospects

**All Parents Expecting And With Children Under 10 yrs of age**

*Category buyers*



*Expecting parents*

## Growth Audience and Sub-segments

### **Skin Conscious Parents**

All expecting parents and parents with a child up to 5yrs of age conscious about their child's skin health

#### **Expecting parents**

Preparing for the arrival of a baby, open for education and information

#### **Reactive parents**

Typically approach skin health reactively, treat when symptoms arise

#### **Preventative parents**

Holistically care for baby skin with preventative approach using a daily regimen

## Addressable Audiences

**Expecting & Newborn Parents**

**Baby Parents**

**Kid Parents**

**Out-and-About Parents**

**Events around Birth**  
Baby Shower/ Gender Reveal / Celebrating Birth



# To develop a more holistic skin health portfolio, Bepanthen focuses on 4 key segments and is expanding into selective adjacencies

Priorities and weight of each segment naturally differ by region

## Portfolio Architecture

|                         |                          | HEAL MY SKIN NOW                                                                       | PROTECT MY SKIN ALWAYS                                                                                                                                                                       |
|-------------------------|--------------------------|----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Baby & Kids Skin Health | Baby & Kids              | <b>Baby Nappy Rash</b><br>Baby & Kids Eczema Treatment*                                | <b>Baby &amp; Kids Daily Skincare (newborn, dry, sensitive skin)</b><br>Baby & Kids Eczema Daily Management*                                                                                 |
| Adult Skin Health       | Minor Wounds             | <b>Minor Wounds treatments</b>                                                         |                                                                                                                                                                                              |
|                         | Adult Medicated Skincare | <b>Dry &amp; Irritated Skin Multipurpose Treatments</b><br><br><b>Tattoo Treatment</b> | <b>Dry Skin Daily Management (body, face, hand, lips)</b><br>Oily Skin Daily Management*<br>Healthy Aging Daily Skincare including menopausal skin*<br><b>Tattooed Skin Daily Management</b> |
|                         | Compromised Skin         | <b>Eczema Treatment</b><br>Acne Treatment*                                             | <b>Eczema Daily Management</b><br>Acne Daily Management*                                                                                                                                     |
| Beyond Skin             | Eye Care                 |                                                                                        | <b>Dry Eyes Daily Management</b>                                                                                                                                                             |

**BABY & KIDS SKIN HEALTH:** includes nappy rash and baby & kids daily skin health segments

**MINOR WOUNDS** treatments: includes antiseptics, wound healing and scar management segments

**ADULT MEDICATED SKINCARE:** includes multipurpose dry and irritated skin treatments, dry skin daily management across body, face, hand, lips, tattoo treatment and tattooed skin daily management

**COMPROMISED SKIN:** includes eczema treatments and eczema daily management

\*New opportunity field ideas to be explored and validated. Included in the architecture to visualize potential stretch of the brand and where it potentially fits into the architecture.

\*\* Eye Care: developed business primarily in Western and Central European countries historically in mature Bepanthen markets with scale. Remains a Regional Play leveraging existing heritage whilst we build global Skin Health equity of Bepanthen with a strategic skin health portfolio.

# We also defined where NOT to play

In line with the brand's ambition to build Bepanthen as a more holistic, loved, skin health expert brand

## **PURELY IN BEAUTY**

1

Our products should always offer health benefits and not only visual appearance benefits, keeping the brand true to its essence

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## **PSEUDOSCIENCE**

2

Our products must always address a real health need with medical benefits backed by proven science

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## **OUTSIDE OF SKIN**

3

As defined by consumers in research, hair, nail and eye\* are not considered as skin and therefore are out of scope as per brand ambition to build a skin health expert brand

\* Eye care: developed business primarily in Western and Central European countries historically in mature Bepanthen markets with scale. Remains a Regional Play leveraging existing heritage whilst we build global Skin Health equity of Bepanthen with a strategic skin health portfolio.



# Bepanthen's Brand Development Model to become a more holistic, loved, skin health expert

Our Model sets a clear expansion pathway to grow the brand and expand its portfolio of products over time

| Pathway       | Objective                                                                                                                                                                                                        | Bepanthen Megabrand Portfolio Expansion |                              |                                                         | KPIs                                    |
|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|------------------------------|---------------------------------------------------------|-----------------------------------------|
| <b>STEP 1</b> | <b>BUILD BASE</b><br>Establish base penetration in core heartlands and build brand credentials in healing skin, efficacy and gentleness                                                                          | <b>MINOR WOUNDS</b>                     | <b>DRY CRACKED IRRITATED</b> | <b>BABY NAPPY RASH</b>                                  | Penetration<br>Brand Power<br>SoM<br>WD |
| <b>STEP 2</b> | <b>INCREASE PRESENCE</b><br>Leveraging our healing, efficacy and gentleness equity from the core, expand into adjacencies that unlock presence in higher frequency and new usage occasions via offering regimens | <b>ADULT DAILY MEDICATED SKINCARE</b>   |                              | <b>BABY &amp; KIDS FRAGILE SKIN DAILY MGMT</b>          | Awareness<br>SoM<br>WD<br>Brand Stretch |
| <b>STEP 3</b> | <b>BUILD DEPTH</b><br>With healing equity and frequency of use built, add premium value entering specialized segments such as eczema and new opportunity fields*                                                 | <b>ECZEMA TREATMENT AND DAILY MGMT</b>  | <b>HEALTHY AGING*</b>        | <b>BABY &amp; KIDS ECZEMA TREATMENT AND DAILY MGMT*</b> | Awareness<br>SoM<br>WD<br>Brand Stretch |
|               |                                                                                                                                                                                                                  | <b>ACNE TREATMENT AND DAILY MGMT*</b>   |                              | <b>BABY &amp; KIDS ALLERGIC DERMATITIS TREATMENT *</b>  |                                         |

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# Megabrand Strategic Priorities

To nurture Bepanthen's ability to grow, 3 strategic priorities were set to transform Bepanthen into a more holistic, loved, skin health expert brand. Our **Brand Growth Strategy is brought to life by the 3 strategic priorities synergistically.**



## 1 Build a HEALING, LOVE brand

Establish **brand fundamentals** and create full funnel brand experiences to reinforce **healing equity** whilst igniting **emotional connection** with consumers

### How:

**Reinforce healing equity** such as through efficacy claims, HCP advocacy and impactful new Science Visualization of VBL, also **ignite emotional connection** with consumers via creative platform 'Love Heals'

**Deploy "Love Heals" creative platform consistently** bringing it to life across all IMCs and create a seamless consumer experience with full funnel brand experiences

### Launch Visual Brand Language

across all brand touchpoints to unify the portfolio & activations with coherence and to reinforce brand identity

**Activate the brand purpose by acting on sustainability strategy:** Champion Area 'Healing young people who feel vulnerable because of their skin' and Defend Area 'clean formulations' and 'sustainable & inclusive packs'



## 2 Develop a holistic skin health portfolio

Cater **treatment and daily regimens** that can be easily integrated into consumers' self-care repertoires, are truthful to the science of skin; ensuring maximum scale globally in strategically selected segments

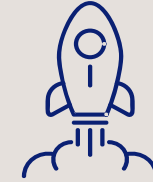
### How:

**Build base by keeping the healing core competitive:** Secure a healthy core grounded on strong efficacy claims and HCP endorsement whilst developing commercial innovations and NPDs in core to future-proof the business in long run

**Increase presence by expanding into high-frequency use territories** offering daily skin regimens that open space for the brand in new usage occasions: adult medicated daily skincare, eczema restore, baby & kids daily skin health

### Build depth by serving specialized skin needs:

Explore and validate entry into specialized skin health segments such as psoriasis, acne, healthy aging, allergy-prone etc.



## 3 Accelerate global presence

Continue to **grow EMEA** and **unlock vast potential in LATAM & APAC** to deliver disproportionate growth by addressing consumer needs in these regions and **boost global performance**

### How:

#### Scale existing portfolio

accelerating rollout across all white space intersections, leverage new Skin Health Product Catalogue

#### Enter new demand spaces at scale

Validated new opportunity fields to be leveraged across top intersections globally for efficiencies

#### Continue to grow EMEA and unlock vast potential in LATAM & APAC

to deliver disproportionate growth by addressing consumer needs with tailored solutions in these regions



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