

# Our Brand Architecture

# What are the strategic choices that informed Bepanthen's brand architecture ?

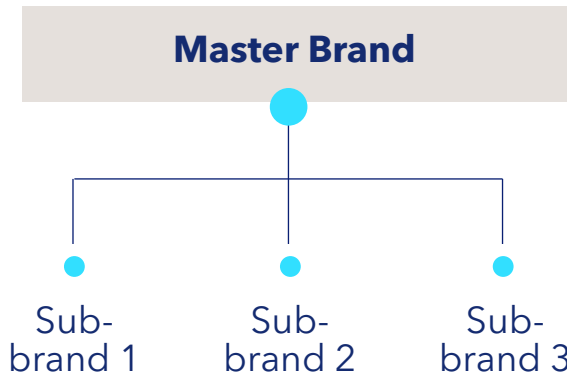
Bepanthen's Brand Architecture brings clarity on **how the brand, its sub-brands and products should be structured, positioned, and communicated cohesively**, creating synergies across ranges to strengthen our overall market presence and making it easier **for consumers and HCPs to navigate our offerings**

Brand Architecture is vital for success. The **Brand Architecture serves as basis to organize all key touchpoints**, from packaging naming and design, to shopper activation, to website content, etc

## Selected Structure

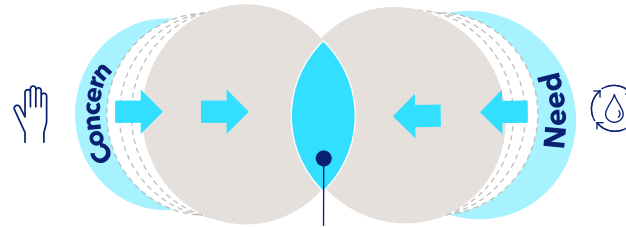
**Branded House**  
Monolithic

Very  
dominant  
master  
brand  
↓



A structure where **the master brand is highly dominant over all the sub-brands**. The master brand and the sub-brands share the same visual identity, with some slight variants ie. Apple.

## Selected Axes



### Concern vs. Need

Main navigation per skin concern demand spaces (ie. Eczema, Dry Skin, etc) and need (ie. Repair, Soothe, Protect, etc)

Our equity is rooted in healing and scientifically proven gentle yet effective skin solutions **as the space where our brand originated**.

While consumer touchpoints can be tailored to include criteria typically leveraged in the category to ease consumer navigation and conversion, such as Format (ie. moisturizer, wash) or Area (ie. face, body), these are not central axes of our brand architecture.

**Our brand backbone will be grounded on Skin Concern** (trigger that pulls consumers into the category in search of solutions) and **Need** (proposition benefit grounded on Heal & Protect regimens).

## Relevant Audiences



By differentiating **propositions that serve consumers in different need states** we ease understanding of our portfolio that allows to prioritize the right benefits on pack, focus on the relevant claims, use the appropriate visual cues, etc.

As such, **our architecture was built with two audiences in mind, adults vs. baby & kids** as needs and concerns when caring for one's own skin is different vs. caring for one's baby's or child's.

# Brand Architecture

Brand Essence: Healing from within - physically & emotionally

Brand Benefit POD: Gentle yet transformative skin healing trusted for generations

Audiences

ADULTS

BABY & KIDS

Demand Spaces

MINOR WOUNDS

DRY & IRRITATED SKIN

ECZEMA

ACNE\*

HEALTHY AGING inc. MENOPAUSAL SKIN\*

MINOR WOUNDS

NAPPY RASH

ECZEMA

FRAGILE SKIN (NEWBORN, DRY, SENSITIVE)

ALLERGIC DERMATITIS\*

Need States

HEAL  
my skin NOW

PROTECT  
my skin ALWAYS

HEAL  
my child's skin NOW

PROTECT  
my child's skin ALWAYS

Functional Benefit

Fast, effective healing

Immediate comfort and  
lasting protection

Safe, fast, effective healing

Safe, trusted skin protection and  
skin resilience building

Emotional Benefit

Freedom from discomfort

Calming reassurance

Parental relief and self-affirmation

Fulfilled parental duty

Naming Principles

Masterbrand Name: Bepanthen(ol)

+ Skin Concern / Skin Need: Atopic Eczema, Dry Skin, Nappy Rash, etc.

+ Product Benefit: Healing, Soothing, Itch Relief, Nourish & Protect, Intensive Repairing, etc.

+ Product Format: Ointment, Cream, Balm, Gel, Foam Spray, Wash, etc.

Role in Growth Model

**Core** to build base penetration and healing equity, igniting passion for the brand in its rescuer role

**Breadth expansion** to drive frequency of use building closer relationships and stronger mental availability as skin health expert

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

# Naming Principles guided by the Brand Architecture

With clarity on our offerings, **we organize our portfolio of sub-brands and products**, aiming for what best aligns with our strategy, and clearly reflect in our **product naming to help our consumers and HCPs to navigate our portfolio**



**Alternative example where sub-brand name is included** (e.g. Derma, Sensicalm, Sensidaily, etc.) in the full product name, between masterbrand and skin concern, if needed for regulatory or commercial reasons.



Disclaimer: certainly, local regulations and commercial nuances for existing portfolio may influence the implementation of the naming architecture guidance. For recommended full product name by formulation, please refer to the Skin Health Product Catalogue or the global master artworks. Local full product names need to be built cross-functionally respecting local context whilst following the naming principles as much as feasible aiding consumers.

# Pricing Principles – Bepanthen Megabrand

Our Pricing Principles ensure there **is a cohesive approach to pricing as the brand expands across demand spaces, addressing different needs.** The Pricing Principles and guardrails correctly enforce the positioning and benefits featured in architecture.

## Overarching Pricing Principles



### Leading Pricing Principle:

Pricing Architecture to be built based on Price per Pack Size within and across demand spaces

Strategic Pricing Guardrails indicate the **target state per demand space** of Bepanthen Megabrand Portfolio

Pricing relationships across demand spaces to be **established based on segment specialization** ie. eczema daily management premium to medicated dry skin daily care

## Competitive Pricing Principles



### Extended Pricing Principle:

Comparison vs. selected competition to be done on a price per UoV (g/ml) – simply divided per volume size; especially important for value packs

**Competitive pricing** to be performed vs. peer group with the highest market position and/or direct strategic positioning per demand space (Baby & Kids, Minor Wounds, Dry Skin, Eczema)

**Market / Demand Space entrance** (depending on maturity level) allow for slightly adjusted pricing strategy, e.g., when market dynamics allow a slightly lower price point at launch provides opportunity to gradually increase pricing in 2-3 years to reach target state

## Tactical Pricing Principles



### Explore seasonality pricing

opportunities to drive incremental value ie. Dry skin winter season, Eczema Summer and Winter season

**Smaller pack sizes** can be leveraged to drive premiumness within a demand space

**Price per UoV (g/ml)** to be leveraged within a proposition to finetune the **internal incentive curve**

**Price thresholds** (i.e. EUR 10 or 20) and **Magic Price Points** (i.e. 9.99) are particularly important tactical considerations as a consumer/ shopper psychological factor and need to be reviewed carefully

# Pricing Principles – Bepanthen demand spaces

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## Adult Medicated Skin Care



**One anchor defined per price tier** (e.g. 30g multipurpose ointment/ cream) which supports pricing strategy and execution for the entire adult med portfolio

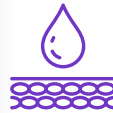
**Standard pricing pattern** within dry skin portfolio ranges (200ml tube, 400ml bottle, 400ml refill)

**Leverage need states to drive premiumness** (ie. face care is premium to body care)

**Specialization drives premiumness and value creation** (ie. Healthy aging is premium vs. daily dry skin base range)

**Galenic and PX hydration level drives premiumness and value creation** (ie. intensive body balm is premium to rich body lotion which is premium to light body lotion)

## Compromised Skin – Eczema



One anchor **Daily Management** (200ml tube SensiControl) and one anchor **Treatment** (50g tube SensiCalm)

**Leverage need states to drive category entrance** (flare-up crisis entry and extend to daily management)

**Conditions drive premiumness and value creation** (ie. eczema chronic condition is premium vs. allergy-prone skin)

**Ingredients / technologies drive premiumness within portfolio** (ie. Dexpanthenol only vs. Dexpanthenol plus probiotics and lipid lamellar technology)

## Baby & Kids Skin Health



One anchor **Treatment / Soothing** (100g nappy ointment) and one anchor **Daily Skin** (200ml baby and kids tube lotion)

**Product benefits and use occasions premiumness within portfolio** (ie. Body & Face Cream plus vernix caseosa tech for newborns, 2-in-1 baby and kids moisturizer with SPF, on-the-go nappy spray)

**Galenic and PX drive premiumness and value creation** (ie. nappy ointment most basic vs. on-the-go nappy spray)

**Ingredients / technologies drive premiumness within portfolio** (ie. Dexpanthenol only vs. Dexpanthenol plus vernix caseosa tech)

## Minor Wounds



**One anchor in price tier “Better”** for the entire minor wounds portfolio (30g tube of Bepanthen disinfect + heal cream)

**Leverage need states to drive premiumness and tackle holistic minor wound management** (ie. only healing, disinfecting + healing, protect + healing)

**Galenic and PX drive premiumness and value creation** (ie. ointment most basic, upgraded to spray, foam, gel, plaster etc.)

For further guidance see the **Strategic Pricing Guardrails** on the Bepanthen HUB



# Our Price Positioning in competitive context

As general guidance, **Bepanthen's competitive pricing ambition is to sit in the mid-tier among the pharmacy brands** reinforcing its science credentials and benefits whilst remaining an approachable brand



See the full **Strategic Pricing Guardrails** on the Bepanthen HUB

# Portfolio Architecture

Guided by our brand architecture, **the Portfolio Architecture encompasses how we organize our portfolio of products with clear hierarchy and consistent taxonomy**, also showcasing where potential future brand expansion will fit into our portfolio.

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

\*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 portfolio 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, in line with the brand's strategic ambition.

# Bepanthen's Strategic Product Portfolio

Bringing to life our brand architecture



**Baby & Kids Skin Health**



**Minor Wounds**



**Adult Medicated Skincare**



**Compromised Skin**

## HEAL MY SKIN NOW



### Baby Nappy Rash



### Minor Wounds Treatments



### Dry & Irritated Skin Multipurpose Treatments



### Tattoo Treatment



### Eczema Treatments



## PROTECT MY SKIN ALWAYS



### Baby & Kids Daily Skincare



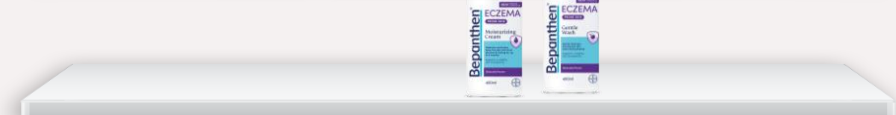
### Dry Skin Daily Management (body, face, hand, lip)



### Tattooed Skin Daily Management



### Eczema Daily Management



For proposition guidance, pack size and format variants of above formulations, refer to the **Skin Health Product Catalogue** on the Bepanthen HUB.



**Bepanthen**



**Bepanthen<sup>®</sup>**