

Pricing Strategy Immersion

Bepanthen[®]

Our Skin Health **Megabrand**

Strategic Pricing Guardrails - May 2025

Welcome to the Strategic Pricing Guardrails of

Bepanthen[®]

Bayer's Global Skin Health Megabrand

This document provides a comprehensive overview and guidance on the Bepanthen Strategic Pricing Principles and Pricing Guardrails in line with the ambition, brand growth strategy and desired positioning of the brand. Ultimately, ensures that we positively build on the equity of Bepanthen through pricing and set up the brand for continued commercial success.

For any questions and details, please reach out to the global Commercial Acceleration or the Bepanthen Megabrand Team.

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01

Strategic Context

Bepanthen Megabrand Strategy at a glance

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

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.

As pioneers of topical Dexpantenol, **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.

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

WHERE WE PLAY



While portfolios may vary among countries around the world, all choices are guided by the megabrand WTP choices and principles:

We **always deliver skin health benefits** - out of scope are purely beauty related territories or propositions without any health need where the brand cannot deliver medical benefits anchored on its medicated essence.

We are **grounded on proven science** - out of scope are pseudoscience and propositions that haven’t been soundly proven to work.

We play in what is **understood by consumers as skin** - out of scope are hair and nails. We market heritage Eye solutions sustained as Regional Play in mature markets with established strong brand equity whilst no roll-out recommended due to low potential to build desired brand equity and brand ambition.

HOW WE WIN



We build the brand as per **Brand Growth Strategy** evolving Bepanthen from an occasional skin damage savior to a more holistic, loved, skin health expert brand.

Our Brand Growth Strategy is brought to life via **3 strategic priorities:**

(1) Build a healing, love brand: Establish brand fundamentals and create full funnel brand experiences.

(2) Develop a holistic skin health portfolio: build base of healing core treatments & cater daily regimens, focusing on select WTP to drive scale.

(3) Accelerate global presence: Continue to grow EMEA and unravel consumer needs to unlock vast potential in LATAM and APAC.

Bepanthen Brand Growth Strategy on a page

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

Bepanthen[®]

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'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
STEP 1	BUILD BASE Establish base penetration in core heartlands and build brand credentials in healing skin, efficacy and gentleness	MINOR WOUNDS	DRY CRACKED IRRITATED	BABY NAPPY RASH	Penetration Brand Power SoM WD
STEP 2	INCREASE PRESENCE 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	ADULT DAILY MEDICATED SKINCARE		BABY & KIDS FRAGILE SKIN DAILY MGMT	Awareness SoM WD Brand Stretch
STEP 3	BUILD DEPTH With healing equity and frequency of use built, add premium value entering specialized segments such as eczema and new opportunity fields*	ECZEMA TREATMENT AND DAILY MGMT	HEALTHY AGING*	BABY & KIDS ECZEMA TREATMENT AND DAILY MGMT*	Awareness SoM WD Brand Stretch
		ACNE TREATMENT AND DAILY MGMT*		BABY & KIDS ALLERGIC DERMATITIS TREATMENT & MGMT*	

The model allows Bepanthen to establish halo, unlock larger volume, and smartly grow in selective medicated territories in line with strategic brand ambition.

*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.

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

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

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



Pricing Strategy on a page



POSITIONING

- 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.
- As a **brand offering 'Scientific certainty'** Bepanthen aims to command its rightful price positioning in our competitive set reflecting its product efficacy proven by scientific and clinical studies with its own formulas.



ASSORTMENT & PPA

- **Strategic Assortment:** ensure minimum strategic assortment is in place i.e. offering treatment and minimum range of daily regime strategically linked to a skin need state, to build strong scientific foundation before expanding to additional demand spaces
- **Critical SKU roles:** particularly important to have (1) entry SKU to drive penetration (2) on-the-go SKU for bag pack, (3) value SKU to drive increased usage and stock up
- **Critical price points:** 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



ARCHITECTURE

- **Brand Development Model sets a clear expansion pathway:** 4 Strategic Franchises (Baby & Kids, Minor Wounds, Medicated Skin, Compromised Skin) to create base penetration, broaden equity in selective segments that unlock frequency, and finally build higher values in specialized segments
- **Pricing relationships across franchises** should be established based on segment specialization ie. compromised skin (e.g. eczema) premium to adult medicated skincare (e.g. dry skin)
- **Price Tiers:** serving consumers across full portfolio & driving trade-up via tiering (Entry, Better, Premium). Galenic, technologies, need states and specialized offerings all drive premiumness within the franchise.



INNOVATION

- **Innovation typically brings premiumization** through offering specialist solutions to specific skin issues/need states, technologies and ingredients, product experience and claims
- Innovations to be correctly positioned on the brand and portfolio architecture and build target price accordingly in line with the pricing index strategy pattern across portfolio

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



02

Strategic Pricing Principles

Bepanthen Megabrand - Guiding Pricing Principles

Overarching Pricing Principles



Leading Pricing Principle:

Pricing Architecture to be built based on Price per Pack Size within/across franchises

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

Pricing relationships across franchises to be **established based on segment specialization** ie. compromised skin (eczema) daily management premium to medicated skin (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 franchises (Baby & Kids, Minor Wounds, Dry Skin, Eczema)

Market / Franchise 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 franchise

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

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.

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.)



Adult Medicated Skin Portfolio

Leveraging ingredients & technologies to drive distinctive POD and premiumness in the Dry & Irritated Skin category

Bepanthen® Adult Medicated Skin

offering deep moisturization & multipurpose repair for areas of extremely dry, cracked, flaky, irritated or reddened skin

Bepanthen® Adult Medicated Skin

offering a daily regime of daily skin care solutions for Dry Skin of Body, Face, Hands & Lips



Dexpanthenol 5%- known to support the skin's own regeneration process while stabilizing the natural skin barrier

Dexpanthenol 5%- known to support the skin's own regeneration process while stabilizing the natural skin barrier

Skin Barrier - provides a transparent layer to protect the skin while letting it breath

Moisturization - recommended following sun exposure and post-laser usage

Hydrating- 166% moisture boost in 7 days

Hydrating - 143% moisture boost in 7 days



Provitamin B5 Repair Complex - contains a unique combination of five key ingredients that directly addresses the root cause of dry skin (excluding Lip range)



48-96 Hour Hydration*- providing immediate and long lasting moisturization



Endorsed by experts - to restore normal epidermal differentiation, soothing itchy dry skin and replacing lost skin lipids



*96 Hour Hydration is applicable for all Body Lotion proportions & UI1614323 Face Replenishing Night Cream

Compromised Skin Portfolio

Bepanthen® Atopic Eczema treatment cream(s) are cortisone-free providing symptom relief and barrier repair during eczema flares



4-in1- Technology - While cooling liquid crystals instantly relieve from the urge to scratch, soothing agents in combination with moisturizing Pro-Vitamin B5 work at the source to calm down the inflamed skin, ensuring long-lasting itch relief. The contained lipids create a protective film over the damaged skin barrier, shielding it from external environmental factors and maintaining optimal hydration

Leverages Lipid Lamellar Technology™ - contains a blend of free fatty acids and ceramide that bind to the lipids in the damaged skin, filling the gaps and rearranging themselves to restore the skin barrier. Protecting the skin from losing water and keeping irritants + allergens out

Dexpanthenol 3.5% - to strengthen the skin barrier

Leveraging ingredients & technologies to drive distinctive POD and premiumness in the Eczema category

Bepanthen® Atopic Eczema-prone Skin regime providing daily care helping space out eczema flare ups



Derma Defense Formula
Acting across 3 skin barriers: 1. with prebiotic support to balance and diversify the skin microbiome, 2. protects and strengthens the biochemical barriers via humectants, vitamin complex and physiological skin pH, 3. leverages LLT to strengthen the skins physical barrier

Keeping Skin Flare Free for up to 3 Months -
Leveraging the entire holistic eczema management system helps space out flares

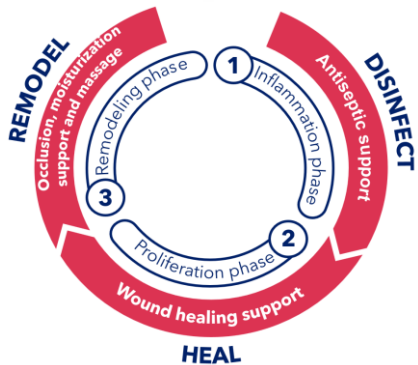
Mild Cleansing Agent
Supporting the natural skin barrier with prebiotics to support a healthy skin microbiome

Hydration - Significantly increases skin hydration while maintaining skins natural pH

Minor Wounds Portfolio

Leveraging ingredients & technologies to drive distinctive POD and premiumness in the Minor Wounds category

Provides support at every phase of wound healing



01 + 02
Antiseptic Healing Cream & Spray

Both formulated with chlorhexidine digluconate (0.5%) and dexpanthenol (5%), which work synergistically to protect against infections **while disinfecting without stinging**

The Spray allows for **a no mess, no touch application**

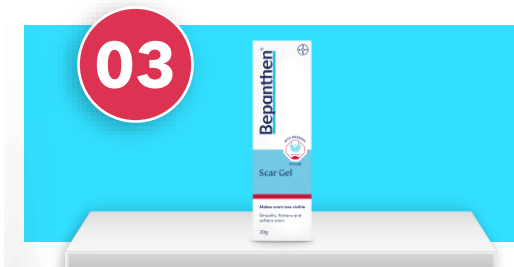
The cream provides a solution for wounds that need protective film



02
Healing Ointment - With dexpanthenol 5% to support natural wound healing by protecting the skin from drying out and lanolin that allows the ointment to remain breathable

Wound Healing Gel - composed by a dispersion of an acidic carbomer in water, stabilized by carnosine combined with a certain percentage of fatty substances that help to reduce the evaporation of water. Helping to provide accelerated healing by forming a protective barrier and preventing infections + reducing scar formation.

Cooling Foam Spray - with Nanosorb™ technology, which allows delivery of components in the form of minute droplets leading to enhanced and intensified contact with the skin. The nanoemulsion contains dexpanthenol (5%) and physiological lipids, which provides a moisturizing environment for the damaged epidermal barrier, thus supporting the natural healing process



03
Scar Gel

Water-in-silicone emulsion with **dexpanthenol** (3.5%)

Triple Action Method -
 1: massage ball helps improve the appearance of scars, 2: silicone forms an occlusive film that covers the scar protecting the newly formed tissue, 3. dexpanthenol improves skin hydration supporting skins own regeneration process

Baby & Kids Portfolio

Leveraging ingredients & technologies to drive distinctive POD and premiumness in the Baby & Kids Skin category

Bepanthen® Baby Nappy Care Ointment has been **clinically proven to treat and prevent** nappy rash thanks to its triple action formula

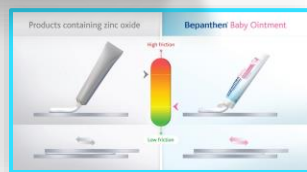
Bepanthen® Baby & Kids daily skin care range protects baby's skin from birth and throughout childhood by **supporting the healthy development of all 3 layers of skin barriers**



Heals - Supports skin regeneration from within with dexpantenol. Dexpantenol is absorbed into the deeper layer of the epidermis where it promotes natural cell renewal



Protects - Forms a long-lasting barrier for up to 10 hours to protect from the triggers of nappy rash



Higher Friction Recorded Kept Friction Lower

Reduces Friction - Scientifically proven to reduce friction during application, avoiding further irritation to the skin. In an in-vitro study, BPN Baby ointment reduced friction during application by up to 27% compared with zinc oxide topical preparations



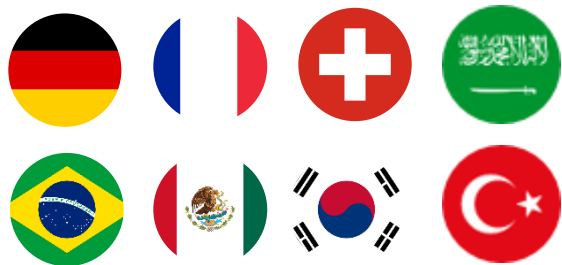
- 01 Microbiome Barrier** - A carefully selected prebiotic, tested for strong efficacy, promotes a healthy and diverse microbiome and controls Staphylococcus aureus overgrowth
- 02 Physical Barrier** - Vernix caseosa-like lipids and panthenol strengthen the physical barrier and decrease skin permeability and TEWL
- 03 Biochemical Barrier** - Long-lasting natural moisturizers and skin-essential vitamins B3 and B5 maintain skin biochemistry and protect against dryness and pH imbalance



Robust Global Market Evaluation for Pricing Input

The Pricing Guardrails outlined in this document are informed by the evaluation of a large variety of markets to build robust understanding of current pricing to ground and inform/guide the indexes across franchises

Adult Medicated Skin



Compromised Skin



Minor Wounds



Baby & Kids



03

Freedom within a Frame

External Benchmarking

Systematic external benchmarking

How do we calibrate our price index vs. key strategic competitors?

1st Brand

Brand Premium vs. key competition

- Kantar **Brand Health Tracking** or **value-based pricing approach**

In many interactions we justify a perceived premium price. Challenges were the brand is less strong such as PH and COL. A few intersections (great value and margin opp) where our price is not perceived as premium as the premium score suggests it could warrant Premium vs Perceived Price

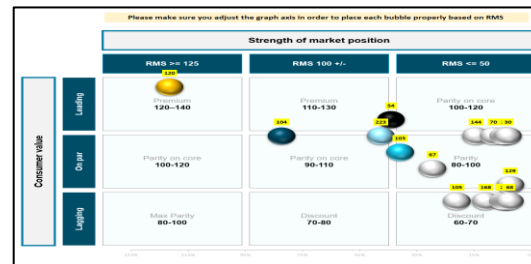


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2nd Franchise / Competitive Set

Rel. Market Share & Brand Equity

- Right-To-Price Model**



3rd Proposition/Pack Size

Internal & external competitive price indexing

- Perform **benchmarking** on a **proposition & pack size** level

Demand Space	Brand	Channel	Pack Size	Count Size	Format	SKU Name	Image per Day	Value Sales EUR FY 2023	2024 Price per Unit	Price Index	
Energy	Supradyn	PH	15 Unit / Piece	15	PCT	SUPRADYN RICARICA 10CR	1	1'945'000	18.55	0.51	1.00
Energy	Supradyn	PH	60 Unit / Piece	60	PCT	SUPRADYN RICARICA 10CR	1	1'290'000	21.50	0.43	0.81
Energy	Supradyn	PH	15 Unit / Piece	15	PFT	SUPRADYN RICARICA 10CR EFFERY	1	4'349'000	14.40	0.57	1.04
Energy	Supradyn	PH	30 Unit / Piece	30	PFT	SUPRADYN RICARICA 10CR EFFERY	1	1'999'000	29.90	0.60	1.50
Energy	Supradyn	PH	20 Unit / Piece	20	SACKET	Supradyn Ricarica No Stress 20 Sacket	1	2'000'000	19.90	1.00	1.00
Energy	Supradyn	PH	70 Unit / Piece	70	SUMMP	SUPRADYN ENERGY 70 CARAMELLE	2	1'484'000	15.55	0.64	0.84
Energy	CARDODYN	PH	20 Unit / Piece	20	SACKET	CARDODYN PLUS 20SUST	1	5'893'570	22.20	1.10	2.10
Energy	CARDODYN	PH	18 Unit / Piece	18	PCT	CARDODYN PLUS 18CRP-MASTICARILL	1	2'244'530	20.80	1.10	2.10
Energy	MAGNESIO SUPREMO	PH	120 Unit / Piece	120	POWDER	MAGNESIO SUPREMO 300G	1	1'849'470	28.20	0.24	0.44
Energy	MAGNESIO SUPREMO	PH	60 Unit / Piece	60	POWDER	MAGNESIO SUPREMO 150G	1	1'312'297	18.00	0.20	0.37
Energy	MAGNESIO SUPREMO	PH	90 Unit / Piece	90	POWDER	MAGNESIO SUPREMO DONNA 150G	1	1'789'011	22.20	0.20	0.37
Energy	MAGNESIO SUPREMO	PH	32 Unit / Piece	32	SACKET	MAGNESIO SUPREMO 32SUST	1	1'538'200	18.00	0.56	1.04
Energy	BETOTAL	PH	40 Unit / Piece	40	PCT	BETOTAL 40CR	1	11'307'354	25.50	0.55	1.03
Energy	BETOTAL	PH	60 Unit / Piece	60	PCT	BETOTAL 60CR	1	7'397'261	28.30	0.44	0.83
Energy	BETOTAL	PH	20 Unit / Piece	20	PCT	BETOTAL 20CRP RIVESTITE	1	1'424'526	15.50	0.70	1.40
Energy	MAG	PH	20 Unit / Piece	20	SACKET	MAG 20'S GRAT 20SUST 2.25G	1	7'500'070	18.90	0.85	1.50
Energy	MAG	PH	20 Unit / Piece	20	SACKET	MAG 20'S SOLID 20SUST 1.5G 20MG	1	4'899'240	18.90	0.85	1.50
Energy	MULTICENTRUM	PH	30 Unit / Piece	30	PCT	MULTICENTRUM DOWN 30CR	1	2'752'771	18.30	0.60	1.14
Energy	MULTICENTRUM	PH	30 Unit / Piece	30	PCT	MULTICENTRUM UOMO 30CR	1	2'147'452	18.00	0.60	1.13
Energy	MULTICENTRUM	PH	30 Unit / Piece	30	PCT	MULTICENTRUM ADULTI 30CR	1	1'819'770	15.90	0.47	0.84

- Check whether branded competitors** are available in **Franchise / Price Tier Intersection**
 - If **yes, anchor externally** based on systematic external benchmarking process (see three pillars above) + review strategic pricing guardrails slide as an additional point of reference
 - If **no, anchor** based on **proposition** pricing indexes (see strategic pricing guardrails slide)
- Note: strong value drivers & PoD advantage vs. competition** can lead to an **additional premium charge-up**
- Note: local profitability aspiration** always needs to be considered as well in price setting process

04

Strategic Pricing Guardrails

Adult Medicated Skin Care

Franchise Adult Medicated Skin Care - Pricing Framework

Ambition

Build Bepanthen as a more holistic, loved, skin health expert brand

Purpose: We are committed to healing both physically and emotionally those who feel vulnerable in their skin by helping them embrace their unique skin and breaking myths with real skin science

Benefit: Gentle yet transformative skin healing trusted for generations. Our hero ingredient, Dexpanthenol, "works like magic" deep inside the skin, protecting and repairing even the most sensitive ones.

Positioning

Premium positioning driven by

Brand Credibility & heritage: we pioneered the topical use of Dexpanthenol in 1944 and have for the past 80 years been the world's leading medicated skin care expert.

Scientifically proven skin science: Bepanthen has a long-standing reputation as a skin health expert recognized for developing and launching products that are properly backed by science, via decades of clinical studies, to deliver robust health benefits for our consumers. Further, we are trusted, recognized and recommended by HCPs globally.

Accessibility: a portfolio supporting all consumers (across price tiers, formats, ages & demand spaces)

Proposition for Medicated Skin

- Story:** Our signature hero ingredient dexpanthenol and the Provitamin B5 Repair Complex should be the **common thread to connect the entire range**, with a clear position for **each regimen** (spot treatment; daily care of dry, very dry, extremely dry)
- Education:** Educate consumers on regimens and routines to encourage use frequency while ensuring the narrative is adapted to your market reality (ie. increased dryness in summer or winter depending on your seasonality)
- Claims:** in sync with your launch sequencing plan define a cadence for claims to help build scientific and emotional strength to your story, balanced between pack and other touchpoints

Our Job To Be Done is to GET dry skin sufferers who are dissatisfied with current solutions TO include Bepanthen into their daily repertoires BY offering a holistic range of regimens positioned as tackling the root causes of dryness, leveraging our healing equity



Architecture

Franchises: 4 Strategic Franchises (Medicated Skin, Compromised Skin, Minor Wounds, Baby & Kids) to create base penetration, broaden equity in selective segments that unlock frequency, and finally build higher values in specialized segments

- Medicated skin care** includes multipurpose treatments and daily regimen building offerings via Body Lotions & Creams, Body Wash, Face Creams and Face Wash. Lip & Hand propositions are also available plus our core base ointment and cream.
- Franchise interaction** - Important to note that Compromised skin is considered Premium to Medicated Skin

Price Tiers: serving consumers across full portfolio & driving trade-up via tiering (Entry, Mid, Premium)

- Galenic, Px hydration level, need states and specialized offerings all drive premiumness within the franchise

Product forms:

- Galenic offered** within the Medicated Skin range include ointment, cream, lotion, wash gel and lipstick
- Daily Dosage:** derived by dividing by ml vs gram, Comparison vs. selected competition to be done on a price per UoV (g/ml) - simply divided per volume size
- Anchor's:** 30g multipurpose ointment/cream, 200ml Rich Body Lotion, 200ml Body Wash, 50ml Restoring Daily Face Cream

Assortment & PPA

Assortment & Growth:

- Pacing: Design a 2-4 year launch plan to phase product offerings** rather than releasing the entire range at once
 - Finding the right balance is key:** brand equity credentials, shelf block, P&I support, ability to bring freshness to consumers and customers over time - **are all key factors to be considered**
- Regime: Launching a minimum set of 3-5 SKUs strategically linked to skin regimes**, should be organized according to level of dryness ensuring wash is included
 - Consumers think regimes and so should we.** Launching a disconnected portfolio weakens our chances of success as it fails to lock consumers and ingrain our brand into their daily routines
 - Daily Regime: Body Lotions & Creams have a higher index vs Wash while Face sits premium to Body offerings.
 - Base/Core: sits at the entry level
- Sequencing: Start with body SKUs** following with face, hands and lips as they are smaller categories
 - Establishing our credentials in body first allows us initial breadth and credibility**
 - Face is a competitive space filled with experts who have grown in beauty and now stretch into medicated. It is a more difficult game to play and win.
- Range Guidance:** see subsequent slide for recommendation on pricing index strategy pattern across portfolio

For additional insights on phasing, regimes & sequencing revisit Hack the Game



Channel & Promotion

Channel:

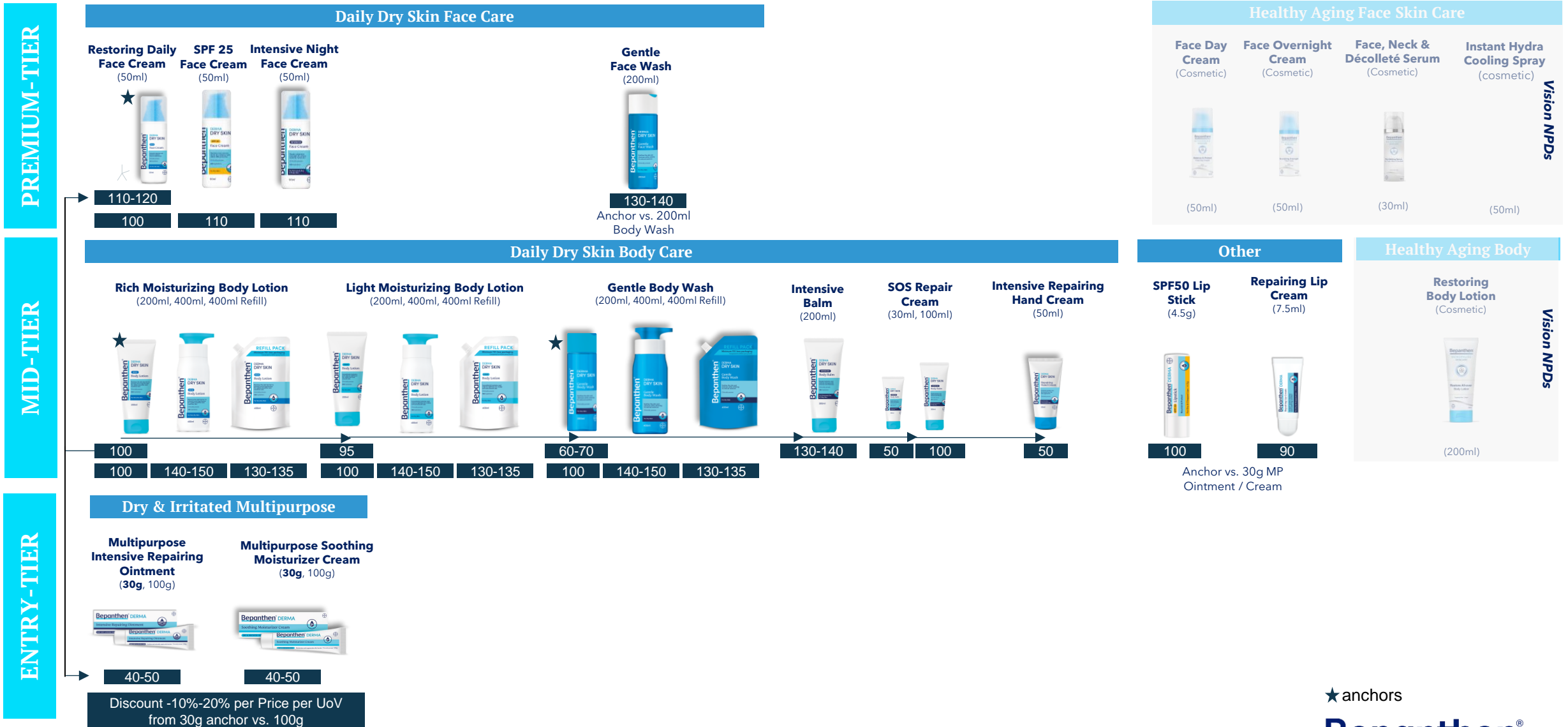
- Anchor pricing to Pharmacy channel.** Pharmacy should have the most complete range.
- For other channels such as Parapharmacy & E-commerce, **adjust PPA by channel** to address channel specific **shopping occasions optimizing product assortment, securing incremental distribution and resolving cross channel pricing conflicts**
- Please consider global PPA to verify available pack size options to execute your channel strategy & assortment optimization

Promo:

- Align your promotion strategy with your defined brand strategy ambition
- In addition to **traditional in-store execution** that increases visibility and drives trial, **focus on building online promo fundamentals** along the funnel, strive for innovative techniques to stand out
- Drive KOL + HCP advocacy in smart & creative ways** ie. DermTok, rather than just relying on traditional detailing F2F with pharmacists
- Ensure promo materials support regimen positioning**
- Instead of discounting, prioritize **regimen bundles that help increase your basket size** considering total bundle profitability, not single SKUs GM%
- Leverage and maximize existing** Dry skin assets, repurposing for new ranges.

Bepanthen Strategic Pricing Guardrails – VISUALIZATION

ADULT MEDICATED SKIN CARE



★ anchors

ADULT MEDICATED SKIN CARE - CLAIMS

PREMIUM-TIER

Daily Dry Skin Face Care

- | Rich Face Cream | SPF 25 Face Cream | Intensive Face Cream | Gentle Face Wash |
|--|-------------------|----------------------|---|
| <ul style="list-style-type: none"> Provides immediate hydration to soothe tightness Prevents dryness reoccurrence Protects the skin with SPF 25 UVA/UVB against sun damages (Only SPF cream) Microbiome friendly Dermatologist approved | | | <ul style="list-style-type: none"> Soothes the skin and cleanses while retaining its natural moisture Immediately relieves the tight feeling of dry skin Gentle and effective cleansing Soap-free formula Dermatologist approved |

Healthy Aging Face Skin Care

- | Face Day Cream | Face Overnight Cream | Face, Neck & Décolleté Serum | Instant Hydra Cooling Spray |
|---|---|--|---|
| <ul style="list-style-type: none"> Targets signs of hormonal imbalance | <ul style="list-style-type: none"> Deeply hydrates and nourishes | <ul style="list-style-type: none"> Advanced concentrate with a complex of 2 plant-based estrogens | <ul style="list-style-type: none"> Brings cool and calm for hot, flushed, red skin, lowering skin temperature down by 2 degrees in up to 2 minutes |

Vision NPDS

MID-TIER

Daily Dry Skin Body Care

- | Rich Moisturizing Body Lotion | Light Moisturizing Body Lotion | Gentle Body Wash | Intensive Balm | SOS Repair Cream | Intensive Repairing Hand Cream |
|---|--|--|---|------------------|---|
| <ul style="list-style-type: none"> Calms, soothes and provides an additional hydration boost to very dry skin Provides immediate and long-lasting (96h) moisturization Instantly calms itchy dry skin (from 1st application) Provides long-term moisturization (4 weeks) | <ul style="list-style-type: none"> Immediately hydrates and relieves tightness for visibly soft and smooth skin Provides immediate and long-lasting (96h) moisturization Prevents reoccurrence of dryness | <ul style="list-style-type: none"> Soothes the skin and cleanses while retaining its natural moisture Soothes itchy, dry skin Leaves skin feeling fresh, clean, hydrated Soap-free formula | <ul style="list-style-type: none"> Deeply hydrates and reduces extreme skin dryness and flakiness Provides immediate and long lasting (96h) moisturization Relieves skin tightness Suitable for diabetic skin Dermatologist approved | | <ul style="list-style-type: none"> Instantly soothes very dry hands from the first application Dermatologist approved Non-greasy, fast-absorbing Suitable for diabetic skin |

Other

- | SPF50 Lip Stick | Repairing Lip Cream |
|---|---|
| <ul style="list-style-type: none"> High sun protection SPF 50 Leaves lips smooth and protected With dexpanthenol, vitamin E, beeswax | <ul style="list-style-type: none"> Highly intensive lip repair Instant moisturization and soothing comfort Rich balm leaving your lips feeling smooth, soft and supple |

Healthy Aging - Body

- | Restoring Body Lotion |
|---|
| <ul style="list-style-type: none"> Repairs body skin barrier, deeply hydrates and reduces hyperpigmentation on legs, arms, hands and chest |

Vision NPDS

ENTRY-TIER

Dry & Irritated Multipurpose Treatments

- | Multipurpose - Intensive Repairing Ointment | Multipurpose - Soothing Moisturizer Cream |
|---|--|
| <ul style="list-style-type: none"> Clinically proven to repair very dry, rough, cracked, damaged skin Aids natural skin recovery Soothes and naturally repairs skin barrier Rich and intensive care formula that instantly forms a protective layer Tested with dermatologists | <ul style="list-style-type: none"> Clinically proven to moisturize and regenerate skin barrier of dry and irritated skin Clinically proven to increase skin hydration by 143% and strengthen skin barrier by 48% Light, non-greasy, fast-absorbing, fresh formula Soothes skin after superficial aesthetic procedures such as post laser, shaving and hair removal After-sun moisturization |

05

Strategic Pricing Guardrails

Compromised Skin

Franchise Compromised Skin - Pricing Framework

Ambition

Build Bepanthen as a more holistic, loved, skin health expert brand

Purpose: We are committed to healing both physically and emotionally those who feel vulnerable in their skin by helping them embrace their unique skin and breaking myths with real skin science

Benefit: Gentle yet transformative skin healing trusted for generations. Our hero ingredient, Dexpanthenol, “works like magic” deep inside the skin, protecting and repairing even the most sensitive ones.

Positioning

Premium positioning driven by

Brand Credibility & heritage: we pioneered the topical use of Dexpanthenol in 1944 and have for the past 80 years been the world’s leading medicated skin care expert.

Scientifically proven skin science: Bepanthen has a long-standing reputation as a skin health expert recognized for developing and launching products that are properly backed by science, via decades of clinical studies, to deliver robust health benefits for our consumers. Further, we are trusted, recognized and recommended by HCPs globally.

Accessibility: a portfolio supporting all consumers (across price tiers, formats, ages & demand spaces)

Proposition for Compromised Skin

Holistic offering: Cortisone free treatment cream for symptom (itch, red) relief and barrier repair during flares. Lotion and wash for proactive daily care (regardless of flare state), prolonging the next crisis for up to 3 months

Educate consumers on the importance of leveraging a holistic eczema management regimen to extend flare free periods for longer by leveraging proper maintenance of eczema prone skin while providing expert soothing care during flares.

Claims: leverage extensive set of claims to identify a robust cadence for claims activation to help build up science credibility with consumers and customers

Architecture

Franchises: 4 Strategic Franchises (Medicated Skin, Compromised Skin, Minor Wounds, Baby & Kids) to create base penetration, broaden equity in selective segments that unlock frequency, and finally build higher values in specialized segments

- **Compromised Skin** includes cortisone free eczema treatment cream and SOS anti-itch gel offerings for full body relief and Daily Regimen building offerings via Body Lotion and Body Wash to provide a safe and gentle protection for daily care of eczema prone skin.
- **Franchise interaction** - Important to note that Compromised skin is considered Premium to Medicated Skin

Price Tiers: serving consumers across full portfolio & driving trade-up via tiering (Entry, Mid, Premium)

- Ingredient, technologies, need state and specialized conditions all drive premiumness within the franchise

Product forms:

- **Galenic offered** within the Compromised Skin range include cream, lotion and gel
- **Daily Dosage:** derived by dividing by ml vs gram, Comparison vs. selected competition to be done on a price per UoV (g/ml) - simply divided per volume size
- **Anchor's:** 50g Eczema Treatment Cream and 200ml Eczema Prone Skin Moisturizer

Assortment & PPA

Assortment & Growth:

- **Strategic Assortment:** ensure core strategic assortment is in place ie. Eczema treatment offering and daily regime, to build strong scientific foundation before expanding to additional need states (Psoriasis, Allergic skin)
- **Regime: Launching a minimum set of 3-5 SKUs strategically linked to skin need states,** should be organized to include a treatment offering in addition to a daily lotion and wash.
 - Having treatment will **build science credibility and trust** in portfolio as consumers see immediate relief plus it is how they naturally navigate to the portfolio.
 - While having daily regime will **keep us at the front of consumers mind** as a brand that can treat very sensitive skin
 - **Daily Regime:** Body Lotions has a higher index vs Wash while Serum/Specialized care sits premium to daily offerings.
 - **Core Treatment/Repair:** sits at the entry level while Relief/Anti-itch sits premium
- **Range Guidance:** see subsequent slide for recommendation on pricing index strategy pattern across portfolio



Channel & Promotion

Channel:

- **Anchor pricing to Pharmacy channel.** Pharmacy should have the most complete range.
- For other channels such as Parapharmacy & E-commerce, **adjust PPA by channel** to address channel specific shopping occasions optimizing product assortment, securing incremental distribution and resolving cross channel pricing conflicts
- Please consider global PPA to verify available pack size options to execute your channel strategy & assortment optimization

Promo:

- Align your promotion strategy with your defined brand strategy ambition
- Ensure **incremental P&I** focusing on HCPs (education) & DTC (awareness)
 - Consumers: simplified science (microbiome friendly; power of good bacteria vs. harmful bacteria causing flares); emphasizing range approach & importance of maintenance care between flares
 - HCPs: leveraging clinical data proving ability to space our flares, less severe outbreaks, emphasizing range approach
 - Sampling available to drive trial
- **Ensure promo materials support regimen positioning**
- Instead of discounting, prioritize **regimen bundles that help increase your basket size** considering total bundle profitability, not single SKUs GM%
- **Leverage and maximize existing** compromised skin assets, repurposing for new ranges.

Bepanthen Strategic Pricing Guardrails – Visualization

COMPROMISED SKIN



COMPROMISED SKIN

PREMIUM-TIER

Acne Treatment Cream

Acne Treatment
TBC
(TBC)

Vision NPDs

Allergy-Prone Skin Care

High
Tolerance
Face Lotion

- Gently hydrates even the most delicate facial skin including around the eyes and neck
- Reduces up to 70% of skin sensitivity
- Reduces skin dryness and discomfort by 80%

Redness
Neutralizer
Face Serum

- Visibly reduces skin redness in x minutes
- Calming red/flushed skin from fir application
- Delivers instant skin comfort - reducing skin tightness and itchiness while delivering long lasting hydration

Vision NPDs

BETTER-TIER

Eczema NPD Wazowski

SOS Eczema Anti-Itch
Cooling Gel

- Cooling effect
- Itch relief in 30 seconds
- Lasting up to 12 hours
- Cortisone-free formula

Eczema SensiControl

Eczema-Prone Skin
Moisturizer

- Long-term moisturization and strengthening of skin barrier
- Frees from flare ups for up to 3 months
- Supports a healthy skin microbiome

Eczema-Prone
Skin Wash

- Gentle cleansing without soap, respecting skin pH
- Strengthens the skin barrier and soothes skin from dryness and itchiness
- Supports a healthy skin microbiome

Allergy-Prone Body Care

High Tolerance
Body Lotion

- Gently hydrates even the most delicate body skin areas, 90% of users found skin irritation did not return
- Reduces up to 70% of skin sensitivity
- Reduces skin dryness and discomfort by 80%

All Over
Rebalancing Wash

- Cleanses while rebalancing/maintaining natural skin pH
- Removes skin debris/dirt without causing dryness and undesired skin reactions
- Skin pH friendly formula, contains only well-tolerated cleansers, soap-free formula

ENTRY-TIER

Eczema SensiCalm

Eczema Treatment
Cream

- Relieves itch within 30minutes and clears skin symptoms (redness, dryness, etc) during flare-ups
- Restores skin barrier
- Cortisone-free formula

Eczema NPD Ice

Eczema Treatment
Eyelid Cream

- Relieves itch within 30minutes and clears skin symptoms (redness, dryness, etc) during flare-ups
- Restores skin barrier
- Cortisone-free formula
- Mess-free application

06

Strategic Pricing Guardrails

Minor Wounds

Franchise Minor Wounds - Pricing Framework

Ambition

Build Bepanthen as a more holistic, loved, skin health expert brand

Purpose: We are committed to healing both physically and emotionally those who feel vulnerable in their skin by helping them embrace their unique skin and breaking myths with real skin science

Benefit: Gentle yet transformative skin healing trusted for generations. Our hero ingredient, Dexpanthenol, “works like magic” deep inside the skin, protecting and repairing even the most sensitive ones.

Positioning

Premium positioning driven by

Brand Credibility & heritage: we pioneered the topical use of Dexpanthenol in 1944 and have for the past 80 years been the world’s leading medicated skin care expert.

Scientifically proven skin science: Bepanthen has a long-standing reputation as a skin health expert recognized for developing and launching products that are properly backed by science, via decades of clinical studies, to deliver robust health benefits for our consumers. Further, we are trusted, recognized and recommended by HCPs globally.

Accessibility: a portfolio supporting all consumers (across price tiers, formats, ages & demand spaces)

Proposition for Minor Wounds

- Story:** leverage the 3-step Minor Wounds management system to provide holistic support at every phase of wound healing
- Education:** Educate consumers on the importance of using different products tailored to each unique step of the wound healing journey - from disinfecting to healing and remodeling. Using a consumer-friendly approach to consumerize the science while driving pharmacist engagement by referencing science backed formulations.
- Claims:** to drive science credentials leverage the vast variety of claims available for each proposition within the management system.

Architecture

Franchises: 4 Strategic Franchises (Medicated Skin, Compromised Skin, Minor Wounds, Baby & Kids) **to create base penetration, broaden equity in selective segments that unlock frequency, and finally build higher values in specialized segments**

- Minor Wounds** includes offerings within 3 distinct wound healing spaces 1. Disinfect and Heal where we offer a spray and cream, 2. Heal where we have gel, ointment and foam spray, 3. Remodel where we have a gel with massage ball

Price Tiers: serving consumers across the full portfolio & driving trade-up via tiering (Entry, Better, Premium)

- Galenic, Px hydration level, need states and specialized offerings all drive premiumness within the franchise

Product forms:

- Galenic offered** within the Minor Wounds range include ointment, cream, gel and foam spray
- Daily Dosage:** derived by dividing by ml vs gram, Comparison vs. selected competition to be done on a price per UoV (g/ml) - simply divided per volume size
- Anchor’s:** 30g Disinfect & Heal Plus Cream

Assortment & PPA

Assortment & Growth:

- Management system:** Launching at least one sku from each step in the wound management system ensures that we remain present through consumers entire wound healing journey leaving us top of mind.
 - Consumers think that wound management is only needed as the wound occurs **but in fact treating the wound continuously will ensure quicker and more effective healing.** Further as we age our skin takes longer to heal, so showing up not just for parents and kids but in additional age groups is key
 - Within the franchise Protect sits at a premium compared to disinfect and heal while healing ointment sits at entry level.



- Galenic:** allows for launch sequencing by focusing on new forms to draw in consumers looking for varying benefits
- Establishing our credentials in disinfect and heal** lets us build trust and credibility via effective wound healing.
- Range Guidance:** see subsequent slide for recommendation on pricing index strategy pattern across portfolio
- Healing Ointment Incentive Curve**

Incentive Curve	Entry	Anchor	Stock-up	
Size Factor	~2/3	1x	~2x	~3x
Tube - g	20g	30g	50g	100g
Mark-up/Discount Price per UoV	~+10-20%	100	~-10-20%	~-30-40%

Channel & Promotion

Channel:

- Anchor pricing to Pharmacy channel.** Pharmacy should have the most complete range.
- For other channels such as Parapharmacy & E-commerce, **adjust PPA by channel** to address channel specific **shopping occasions optimizing product assortment, securing incremental distribution** and **resolving cross channel pricing conflicts**
- Please consider global PPA to verify available pack size options to execute your channel strategy & assortment optimization

Promo:

- Align your promotion strategy with your defined brand strategy ambition
- In addition to **traditional in-store execution** that increases visibility and drives trial, **focus on building online promo fundamentals** along the funnel, strive for innovative techniques to stand out
- Drive KOL + HCP advocacy in smart & creative ways** ie. DermTok, rather than just relying on traditional detailing F2F with pharmacists
- Ensure promo materials support 3 step management system when applicable**
- Instead of discounting, prioritize **regimen bundles that help increase your basket size** considering total bundle profitability, not single SKUs GM%
- Leverage and maximize existing** Minor Wound assets, repurposing for new offerings.

Bepanthen Strategic Pricing Guardrails – Visualization

MINOR WOUNDS

PREMIUM

Protect

Anti-scar Gel
(Cosmetic)



(20g)
280-300

NPD Panakeia

Ointment Plaster
(OTC or MD)




(20ct)

Vision NPDs

BETTER

Disinfect


Disinfect & Heal Spray
(OTC)



(30ml, 50ml)
100

Discount -10%-20% per Price per UoV from 30ml anchor vs. 50ml

Disinfect & Heal Cream
(OTC)




★
(30g, 100g)
100

Discount -10%-20% per Price per UoV from 30g anchor vs. 100g


Heal

Healing Hydr Gel
(MD)



(50g)
140-150

Cooling Foam Spray
(MD)



(75ml)
200-210

★ **Anchor**
All propositions are anchored vs. Disinfect & Heal Cream 30g

ENTRY

Healing Ointment

(OTC or Cosmetic)



(20g, 30g, 50g, 100g)
90

Incentive Curve	Entry	Anchor	Stock-up	
Size Factor	~2/3	1x	~2x	~3x
Tube - g	20g	30g	50g	100g
Mark-up/Discount Price per UoV	~+10-20%	100	~-10-20%	~-30-40%

MINOR WOUNDS

Protect

Anti-scar Gel

- Triple Action Method helps to make red and raised scars less visible in three ways:
- (1) silicone forms a film and protects the newly formed skin from drying out
- (2) humectant Dexpanthenol assists this action by binding water in the skin
- (3) massaging with the massage ball before applying the gel helps to improve the appearance of scars

NPD Panakeia

Ointment Plaster

- Supports faster and better healing of minor wounds, cuts and scrapes
- Ensures the wound remains continually covered with just the right amount of dexpanthol for the best wound healing while the plaster protects the wound from contaminants
- Dermatologically tested, suitable for sensitive skin, waterproof

Vision NPDs

Disinfect

Antiseptic Healing Spray

- Disinfect with a broad antibacterial spectrum
- Can be applied to bleeding wounds, chronic wounds, skin infections cracked nipples or minor surgery
- Contains chlorhexidine, hydrochloride and dexpanthenol, which work synergistically to protect against infections
- No-touch application

Antiseptic Healing Cream

- Disinfect with a broad antibacterial spectrum
- Can be applied to bleeding wounds, chronic wounds, skin infections cracked nipples or minor surgery
- Contains chlorhexidine, hydrochloride and dexpanthenol, which work synergistically to protect against infections

Heal

Healing Hyrdo Gel

- Reduces risk of scar formation
- Accelerates healing
- Does not sting
- Ideal for minor oozing wounds, minor burns and post laster procedures

Cooling Foam Spray

- Immediate cooling effect of the affected skin
- Nanosorb™ technology which allows delivery of components in the form of minute droplets, leading to enhanced and intensified contact with the skin
- Helps prevent further damage for the cells

Healing Ointment

- Formulated with 5% Dexpanthenol
- Supports the healing of superficial minor skin and mucous membrane damages
- Supports natural wound healing, favors the formation of new, healthy skin tissue, protect the skin from drying out
- Skin protection for up to 10 hours

PREMIUM

BETTER

ENTRY

07

Strategic Pricing Guardrails

Baby & Kids Skin Health

Franchise Baby & Kids - Pricing Framework

Ambition

Build Bepanthen as a more holistic, loved, skin health expert brand

Purpose: We are committed to healing both physically and emotionally those who feel vulnerable in their skin by helping them embrace their unique skin and breaking myths with real skin science

Benefit: Gentle yet transformative skin healing trusted for generations. Our hero ingredient, Dexpanthenol, “works like magic” deep inside the skin, protecting and repairing even the most sensitive ones.

Positioning

Premium positioning driven by

Brand Credibility & heritage: we pioneered the topical use of Dexpanthenol in 1944 and have for the past 80 years been the world’s leading medicated skin care expert.

Scientifically proven skin science: Bepanthen has a long-standing reputation as a skin health expert recognized for developing and launching products that are properly backed by science, via decades of clinical studies, to deliver robust health benefits for our consumers. Further, we are trusted, recognized and recommended by HCPs globally.

Accessibility: a portfolio supporting all consumers (across price tiers, formats, ages & demand spaces)

Proposition for Baby & Kids

- Story:** Established & Trusted No. 1 Brand in Nappy Rash. By leveraging its strong equity and existing relationship with parents, Bepanthen is well positioned to expand its portfolio beyond nappy rash.
- Education:** New portfolio of Everyday Baby & Children skin health, the new range will support healthy skin development while keeping it protected from dryness, redness and flakiness that can lead to further skin concerns later in life.
- Science:** providing portfolio credentials with science-based expertise and efficacious products (via Nappy heritage), allows Bepanthen to extend into holistic baby/kids leveraging differentiated offers with signature technology and claims to support.

Architecture

Franchises: 4 Strategic Franchises

(Medicated Skin, Compromised Skin, Minor Wounds, Baby & Kids) **to create base penetration, broaden equity in selective segments that unlock frequency, and finally build higher values in specialized segments**

- Baby & Kids** includes Daily Regimen building offerings via Body Lotions & Creams and Bath & Wash. In addition to core offering of nappy rash ointment/spray.

Price Tiers: serving consumers across full portfolio & driving trade-up via tiering (Entry, Better, Premium)

- Galenic, ingredient/technology, Px hydration level, and specialized offerings all drive premiumness within the franchise

Product forms:

- Galenic offered** within the Baby & Kids range include ointment, cream, lotion, and spray
- Daily Dosage:** derived by dividing by ml vs gram, Comparison vs. selected competition to be done on a price per UoV (g/ml) – simply divided per volume size
- Anchor’s:** 30g Nappy Rash Ointment

Assortment & PPA

Assortment & Growth:

- Strategic Assortment:** ensure **core strategic assortment** is in place ie. nappy ointment/spray offering and daily regime, to build strong scientific foundation
- Regime: Launching a minimum set of 2-5 SKUs strategically linked to build out a holistic regime,** should be organized to include a body moisturizer and body wash.
 - Having core nappy will **build science credibility and trust** in portfolio as parents see fast and efficacious improvement for their child.
 - While having daily regime will **keep us at the front of consumers mind** as a brand that can treat very sensitive skin from day 1.
 - Daily Regime: Body Cream has a higher index vs Lotion and Wash as its thicker and richer making it ideal to protect the most vulnerable newborn to 2 years old skin.
 - Core Nappy Ointment: sits at the entry level while Nappy spray given its no-mess no touch application sits in better.

For additional insights on entering Baby & Kids regimes visit *Baby & Kids Launch Tool Kit*



- Range Guidance:** see subsequent slide for recommendation on pricing index strategy pattern across portfolio. Please note that as the landscape for Baby & Kids differs across regions, we have two pages of guidance driven by market archetype which will be updated with the availability of SKY & FORTIS
- Nappy Ointment Incentive Curve**

Incentive Curve	Entry		Anchor	Stock-up		
Size Factor	~1/3	~2/3	1x	~2x	~3x	~6x
Tube - g	10g	20g	30g	50g	100g	200g
Mark-up/Discount Price per UoV	~+30-40%	~+10-20%	100	~10-20%	~30-40%	~50%

Channel & Promotion

Channel:

- Anchor pricing to Pharmacy channel.** Pharmacy should have the most complete range.
- For other channels such as Parapharmacy & E-commerce, **adjust PPA by channel** to address channel specific **shopping occasions optimizing product assortment, securing incremental distribution and resolving cross channel pricing conflicts**
- Please consider global PPA to verify available pack size options to execute your channel strategy & assortment optimization
- Review **Launch Tool kit Chapter 6** for in depth analysis of core strategies by channel

Promo:

- Align your promotion strategy with your defined brand strategy ambition
- In addition to **traditional in-store execution** that increases visibility and drives trial, **focus on building online promo fundamentals** along the funnel, strive for innovative techniques to stand out
- Drive Consumer + HCP buy-in in smart & creative ways**
 - Consumers & pharmacists: simplified science, highlight safety and purity of formulations
 - Pediatricians: leveraging clinical data proving how Fortis mitigates risk factors to develop AD (high ambition – prove reduction of AD)
- Ensure promo materials support regimen positioning** Review **Launch Tool Kit Chapter 7** for innovative new ways to promote
- Instead of discounting, prioritize **regimen bundles that help increase your basket size** considering total bundle profitability, not single SKUs GM%
- Leverage and maximize existing** Baby Skin assets, repurposing for new offerings

BABY & KIDS – Strategic Pricing Guardrails to be updated

PREMIUM

NPD Fortis Baby Skincare Range

Cream
(100ml, 200ml)



Baby & Kids

Infant Allergic Dermatitis Range



Vision NPDs

BETTER

NPD Daffodil

Nappy Spray Cream
(50ml)



160-180

NPD Fortis Baby Skincare Range

Lotion
(200ml, 400ml)
★



Wash Gel
(200ml, 400ml)



ENTRY

Nappy Rash

Nappy Rash Ointment
(OTC or Cosmetic)



(10g) (20g) ★ (30g) (50g) (100g) (200g)

Please consider the incentive curve on the right

Incentive Curve	Entry		Anchor	Stock-up		
Size Factor	~1/3	~2/3	1x	~2x	~3x	~6x
Tube - g	10g	20g	30g	50g	100g	200g
Mark-up/Discount Price per UoV	~+30-40%	~+10-20%	100	~-10-20%	~-30-40%	~-50%

BABY & KIDS – Strategic Pricing Guardrails to be updated

PREMIUM

Baby & Kids

Infant Allergic Dermatitis Range



Vision NPDs

BETTER

NPD Daffodil

Nappy Spray Cream
(50ml)



160-180

NPD Sky Baby Skincare Range

Nappy Spray
(50ml)



Multipurpose Spray for Chaffing
(50ml)



SPF Lotion
(200ml)



Lotion + Mosquito repellent
(200ml)



Wash
(400ml)



ENTRY

Nappy Rash

Nappy Rash Ointment
(OTC or Cosmetic)



(10g) (20g) ★ (30g) (50g) (100g) (200g)

Please consider the incentive curve on the right

Incentive Curve	Entry		Anchor	Stock-up		
Size Factor	~1/3	~2/3	1x	~2x	~3x	~6x
Tube - g	10g	20g	30g	50g	100g	200g
Mark-up/Discount Price per UoV	~+30-40%	~+10-20%	100	~-10-20%	~-30-40%	~-50%

BABY & KIDS

PREMIUM

NPD Fortis Baby Skincare Range

Face & Body Cream

- Strengthens baby's developing skin barrier keeping it healthy and protected from dryness, redness and flakiness, contains Vernix Care Complex
- Forms a light second skin protective film which shields baby's skin against daily environmental stress; for use on body and face
- Lipid-rich hypoallergenic vegan formula, free from fragrance and preservatives

Baby & Kids

Infant Allergic Dermatitis Range

Vision NPDs

BETTER

NPD Daffodil

On-The-Go Nappy Spray Cream

- Supports the skin's own natural regeneration process and forms a natural protective layer against the causes of nappy rash
- Mess-free, spray on protection for nappy area
- Dermatologically tested, hypoallergenic and vegan formulation, free from fragrance and colorants

NPD Fortis Baby Skincare Range

Lotion

- Moisturizes and nourishes skin to support healthy skin development, contains Vernix Care Complex
- Non-greasy, fast absorption, hypoallergenic, vegan formula, free from preservatives, with more than 90% of ingredients from natural origins
- Tested with pediatricians and dermatologist

Wash Gel

- Gently cleanses and nourishes skin to help support healthy skin development, contains Vernix care complex
- Head-to-toe wash and bath additive in one; biodegradable; tear-free vegan formula, free from fragrances and preservatives
- For newborns, babies and children, tested with pediatricians and dermatologists

ENTRY

Nappy Rash

Nappy Rash Ointment

- Formulated with provitamin B5 and natural almond oil
- Soothes from the first application
- Tested even on newborn and premature babies
- Skin protection for up to 10 hours
- Free from preservatives, colorant, fragrance

BABY & KIDS

PREMIUM

BETTER

ENTRY

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NPD Sky Baby Skincare Range

Nappy Spray

- Supports the skin's own natural regeneration
- For use on the go
- Care for and protects the nappy area
- Free from preservatives, colorant, fragrance

Multipurpose Spray for Chaffing

- Pro Vitamin B5 promoting skin restoration
- Soothes the skin and relieves minor discomforts due to cooling effect
- Hypoallergenic/suitable for sensitive skin

SPF Lotion

- SPF 25
- Keeps baby skin moisturized
- Hypoallergenic
- Suitable for delicate baby and children skin

Lotion + Mosquito repellent

- Insect repellent
- Light and fast-absorbing
- Keeps baby skin moisturized
- Tested and approved by dermatologists & pediatricians

Wash

- Keeps baby skin hydrated
- Hypoallergenic/suitable for sensitive skin
- Tear free formula
- Suitable from 1st bath onwards



Bepanthen[®]