

Bepanthen[®]

Brand Frames

Bayer Consumer Health
2025



Welcome to the world of

Bepanthen®

Bayer's Global Skin Health Megabrand

This document provides a complete overview of the Bepanthen Brand Frames which are a set of principles and guardrails that outline the DNA of the brand and the commercial direction that will set it up for continual success. Ultimately, what makes our products, solutions, and assets uniquely ours, and what ensures we positively build on the equity of Bepanthen with every single innovation, campaign or activation.

You may also find all essential info in digital form inside the Bepanthen Hub, constantly updated with the latest toolkits and developments.

For any questions and details, please reach out to your Bepanthen Megabrand Leadership Team.

CLICK THE MENU to navigate across chapters.



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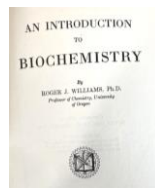
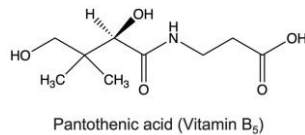
To understand the brand today, we must look back

Bepanthen was born as a skin healing product and, to this day, it remains the heart of the brand

1931

Pantothenic acid discovery

Pantothenic acid is discovered by chemist Roger J. Williams in his studies of the vitamin B complex, when he observed that an acidic substance was needed for growth by certain strains of yeast. Williams then went on to determine its chemical structure in 1940.



1950-2000s

Range expansion

Different Bepanthen product variations are launched, such as the nose ointment in 1950, the multipurpose cream and minor wounds antiseptic cream in 1980/81, the first body lotion in 1989.



1944

Topical use pioneering

Bepanthen ointment and lozenges ampoules are launched for skin healing, pioneering the topical use of Dexpanthenol (which is enzymatically cleaved to form pantothenic acid as active component), in times of great need.



2004

Bepanthen acquisition

Roche sells its OTC business to Bayer for nearly \$3Bn, along with the Bepanthen brand. Bayer said the deal would create a global consumer healthcare company, ranking among the world's top three along with J&J and GSK.



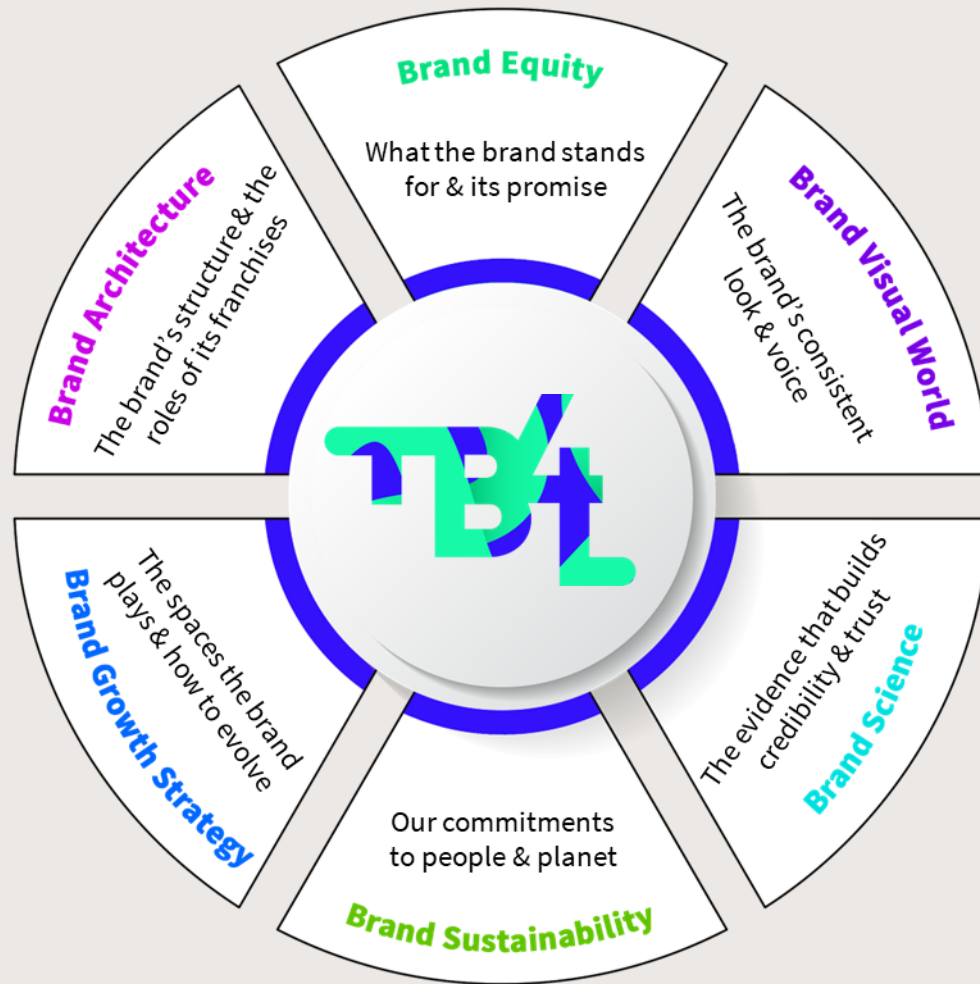
2010-2020s

Innovations continue

The brand proceeds to expand its portfolio at Bayer with launches such as the eczema itch relief cream in 2010, eczema daily moisturizer in 2015, daily dry skin range relaunch in 2021.



Bepanthen®



Brand Frames

A set of unwavering principles and guardrails that outline the DNA of the brand

Bepanthen[®]



1. Our Brand Equity

Brand Hive



Bepanthen[®]

Brand Insight

The conflict in people's lives that we are trying to resolve, what they need us for.



When there's an issue, our skin affects more than just our skin...

The eczema that makes us reluctant to meet friends or go swimming on a sunny day.

The graze that means the bike stays in the shed.

The nappy rash that leaves the baby fussy and parents tired at home after a difficult night of little sleep.

Enjoying the beauty of everyday moments isn't easy when it **feels like our skin is holding us back.**



Brand Benefit POD

The higher order value we deliver to consumers, what we can help them feel and do.



For generations, people have felt **reassured** knowing that our products just simply work and **never fail to deliver** on their promise.

The **magic behind our products is in our hero ingredient** inside all our formulas, **Dexpanthenol**, converted into pantothenic acid, also known as vitamin B5, within the skin as **a powerful aid for skin healing and recovery**.

Our product formulations are gentle, no-nonsense and have **only the necessary ingredients**, nothing else, to **care for skin, even the most sensitive** and fragile ones.



Brand Essence

What the brand stands for: the soul of the brand, capturing the unique role we play in people's lives



Our essence is simple: we heal from within.

It is what Bepanthen was born to do, the backbone of our brand, the foundation of our equity.

"From within" expresses not only our products' **functional mode of action** deep inside the skin layers to aid the repair and regeneration of the damaged skin barrier, but also how we can **help people deal with the emotional impact of skin health setbacks** throughout their life.



Brand Credibility

The most compelling reasons to believe the authenticity of the brand.



We have **80 years of skin health expertise** dating back to WWII times healing wounded skin. We were **first in the world to innovate the topical use of Dexpanthenol**, the 'skin repair vitamin'.

Through all these decades we have been innovating and advancing skin science with effective formulations proven by **110 published scientific studies** and counting. Not to mention our parent company, Bayer, as our endorser.

Dermatologists, pediatricians, and pharmacists contributed to our skin science, **know us and trust us** with caring for their patients.



Purpose & Impact

The positive changes we want to create for consumers and the world.



We know skin issues often mean people not only need to manage **physical symptoms** that impact what they can do and how they experience life, but also **emotional weight**...

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

In a society that praises idealistic skin standards, we are **committed to champion "Healing young people who feel vulnerable because of their skin."**



Brand Character

The personality and tone the consumer expects us to bring to life and use when talking to them.



WHAT OUR PERSONALITY IS LIKE

While we are skin health experts, we always **bring science and humanity together** in a **warm**, empathetic way.

We are **dependable** who can be counted to **always be there to heal and protect**, no matter who and what.

We care for skin with the utmost love and respect, calming and providing **emotional reassurance when people need it most**.

WHAT OUR TONE OF VOICE IS LIKE

We are **warm**, approachable and friendly, who evokes comfort

We are **trustworthy** who explains science in a relatable way

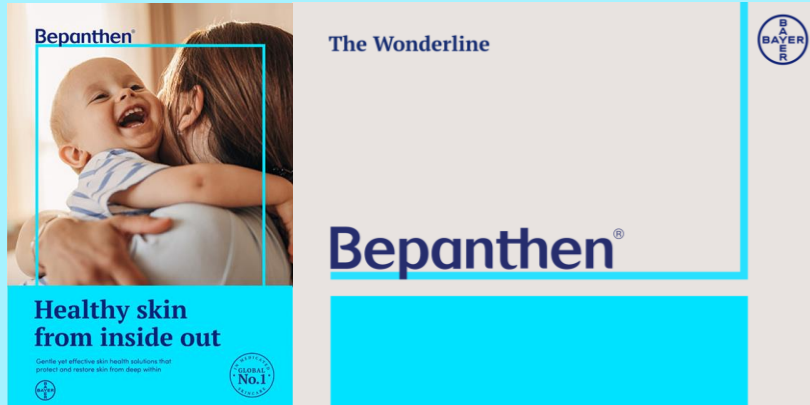
We are **reassuring**, who brings calm and confidence

We are **inspiring**, positive, who encourages action of self-care



Distinctive Assets

The learned visual codes that help consumers instantly recognize and recall the brand.



Our **brandmark** and its blue underline, lovingly known as our **Wonderline** when extended from our logo, are our most important distinctive assets.

Whether **highlighting important information or framing imagery, our Wonderline plays a consistent and meaningful role** in how we communicate.

By building on it as an adaptable element that **connects across all our skin needs**, we cut through the category noise and demystify skin science, making it easier for people to take better care of their and their loved ones' skin.





2. Our Brand Visual World

Our creative foundations that inform our Brand Visual World

Bepanthen's brand visual world is a comprehensive ecosystem from how we design packs to online and offline comms assets, to how we uniquely express our visual science language. It **sets the guardrails for how the brand shows up across all touchpoints** to all stakeholders. The creative foundations of design idea and design principles being **inspired by the brand hive** and inform as north stars any produced material and creative application to rightfully express our brand equity.

Design Idea

Our Design Idea
Skin Science Simplicity

Skin is your armour against the stresses and dangers of everyday life. Vulnerable skin brings discomfort and worry. It can stop you doing things and enjoying life with the people you love.

We understand you just want to feel comfortable again. To restore and preserve skin health so that problems don't come back. Bepanthen is the dependable skin health brand that simply works. From dry skin to wounds and scars, generations have trusted us to restore them to complete skin health and keep problems at bay.

Ours is a simple story: we pioneered the topical use of Proxalan B5, known as 'the skin repair vitamin'. Countless clinical studies prove how our science uniquely repairs and nourishes skin from the inside out. That's it.

No fragrances, no colours, no unnecessary additives. Just a product that really works, with the word of mouth to prove it. We offer transformative skin healing, but don't need to blind you with the meaningless chemistry jargon or over-complicated graphics.

Instead, we show you our science and benefits in a reassuringly refined, human and down to earth way. Explaining everything you need to know, and nothing you don't.

We bring Skin Science Simplicity.

Bepanthen

Brand Hive



Design Principles

Our Design Principles
To be used together cohesively as creative guiding principles, along with the creative design idea, for any new material and asset created for the brand.

Dependable

We have been skin health pioneers for 80 years. We are formulated by experts that truly understand skin, and have the clinical studies to prove it.

Our science is reliable and solid, so we are transparent about what we offer.

Coherent, straightforward icons show how our proxalan B5 formulations uniquely restore and preserve skin health from deep inside its layers.

We express our science confidently through structured layouts and intuitive graphics to show we are trustworthy.

Humanizing

We solve skin problems that really affect people's lives and emotions. We restore people to feeling healthy and back in harmony again.

So, we always balance strong science messaging with accessible language and optimistic tone of voice, never talking down to people.

Everything we do is delivered in a warm, reliable way that showcases our empathy. We show only real people, their real skin, living real-life moments in our imagery, nothing staged or idealized.

Uncomplicated

We tell the story of what we deliver with clarity and elegance: skin science that simply works.

Just as we remove unnecessary additives from our products, so we do with our design and messaging. We don't mystify with confusing technical language or graphics.

The essentials, and nothing more.

Where others shout, we take a modern "less is more" approach and show up in a clean, contemporary way that cuts through the noise.

Our Design Idea

Skin Science Simplicity

Skin is your armour against the stresses and dangers of everyday life. Vulnerable skin brings discomfort and worry. It can stop you doing things and enjoying life with the people you love.

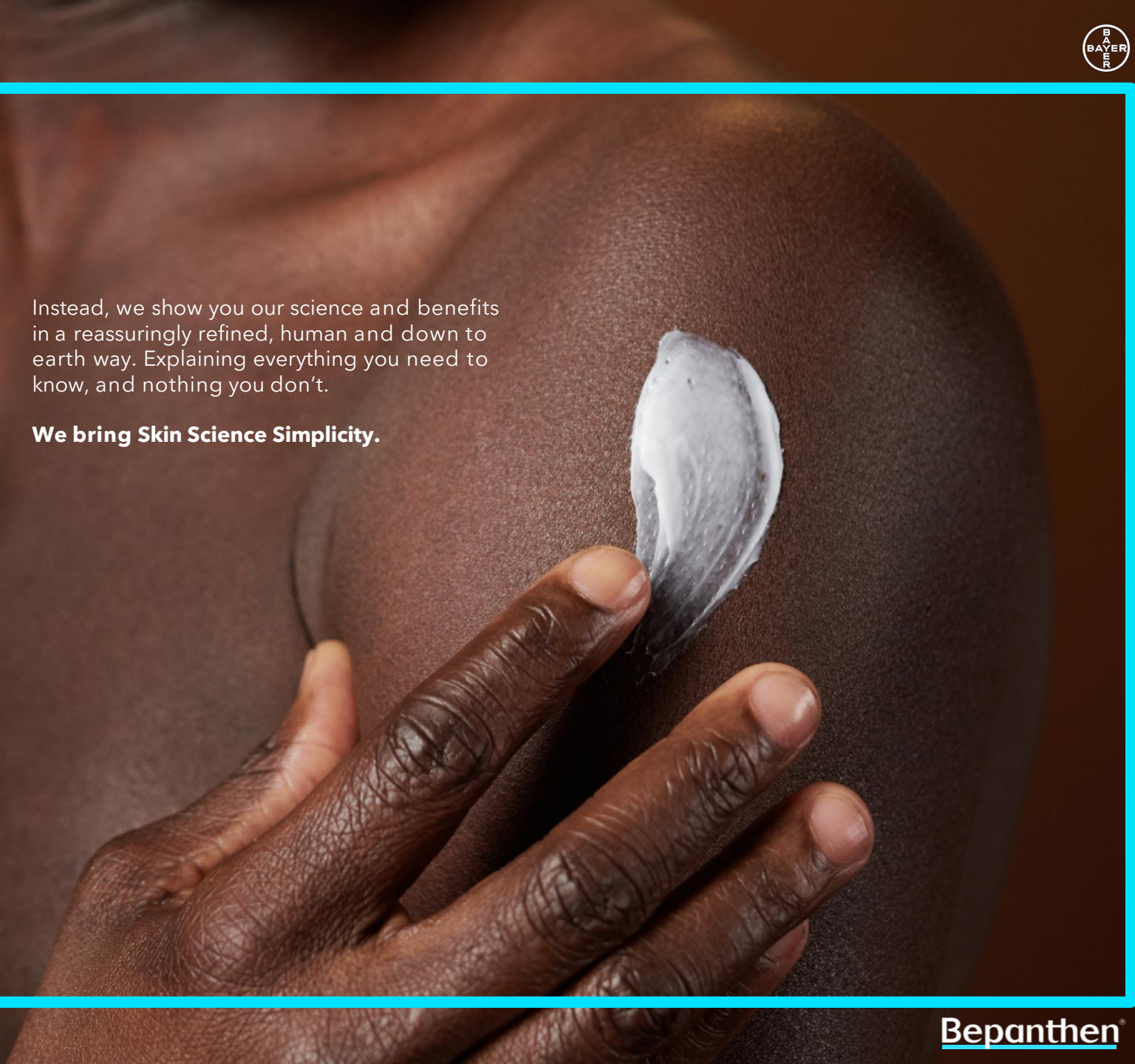
We understand you just want to feel comfortable again. To restore and preserve skin health so that problems don't come back. Bepanthen is the dependable skin health brand that simply works. From dry skin to wounds and scars, generations have trusted us to restore them to complete skin health and keep problems at bay.

Ours is a simple story: we pioneered the topical use of Provitamin B5, known as 'the skin repair vitamin'. Countless clinical studies prove how our science uniquely repairs and nourishes skin from the inside out. That's it.

No fragrances, no colours, no unnecessary additives. Just a product that really works, with the word of mouth to prove it. We offer transformative skin healing, but don't need to blind you with the meaningless chemistry, jargon or over-complicated graphics.

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Humanizing

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Dependable

We have been skin health pioneers for 80 years. **We're formulated by experts that truly understand skin, and have the clinical studies to prove it.**

Our science is reliable and solid, so we are transparent about what we offer.

Coherent, straight-forward icons show how our B5 formulations uniquely restore and preserve skin from the inside layers out.

We express our science confidently through structured layouts and intuitive graphics to show we are trustworthy.



Bepanthen[®] baby

No.1 Trusted nappy rash brand

Tested with pediatricians, protects from nappy rash and soothes from 1st application



FIRST AID



accelerates healing
immediate pain relief
direct cooling

Protects & heals without stinging

Clinically proven to accelerate healing and provide immediate pain relief from minor wounds



Humanising

We solve skin health problems that really affect people's everyday lives and emotions. We restore people to feeling healthy, human and back in harmony again.

So, we balance strong science messaging with accessible language and optimistic tone of voice - never talking down to people.

Everything we do is delivered in a warm, relatable way that showcases our empathy. We use real people and real-life moments in our imagery, nothing staged and idealized.



Bepanthen®

Healthy skin from inside out

Gentle yet effective skin health solutions that protect and restore skin from deep within



Uncomplicated

We tell the story of what we deliver with clarity and elegance: skin science that simply works.

Just as we remove unnecessary additives from our products, we do this with design and messaging. We don't mystify with confusing technical language or graphics. The essentials, and nothing more.

Where others shout, we take a more modern 'less is more' approach and show up in a clean, contemporary way that cuts through the noise.

Dry skin cannot be managed



Gentle yet effective skincare

That protects and restores from deep within.

Fast healing is impossible

Clinically proven to accelerate healing and provide immediate pain relief from minor wounds



Key Brand Assets

Core Brandmark

Bepanthen[®]

Wonderline



Typography

PT Serif Bold
(Header)

Gilroy Bold
Gilroy Medium
(Body Copy)

Tone of Voice

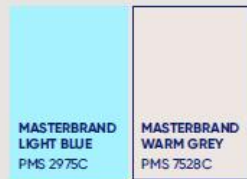
**Healthy
skin from
inside out**

Colour Palette

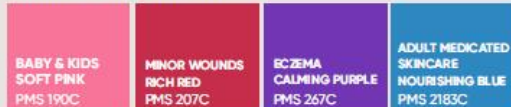
Masterbrand Primary



Masterbrand Secondary



Franchise Accent Colours



Iconography styling



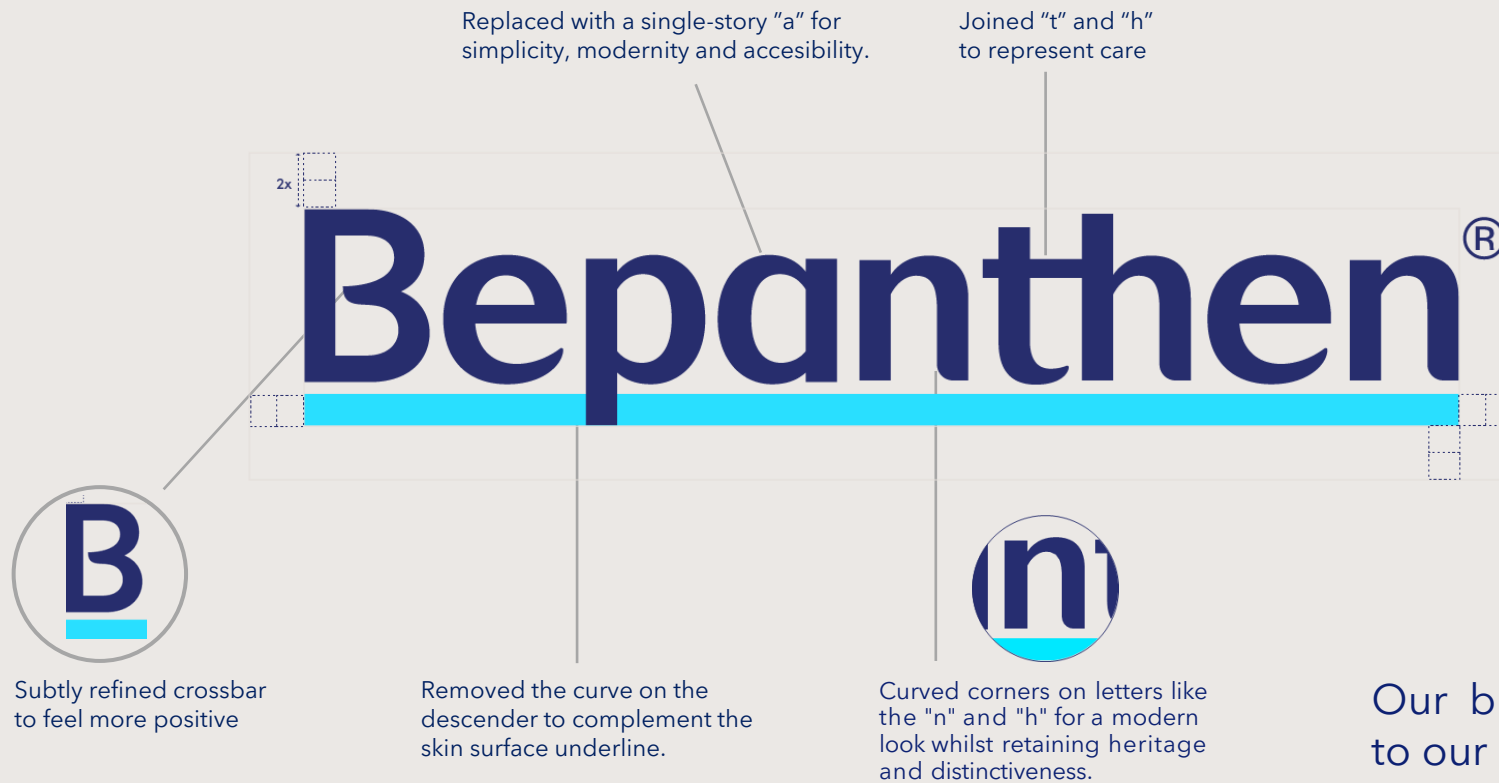
Product Photography



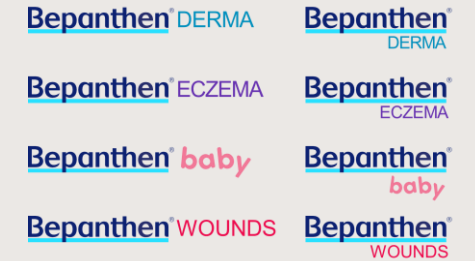
Photography



Our Core Brandmark



Franchise logos for use on our franchise-specific communication assets



Our brandmark is connected to our confident and authoritative underline, highlighting the truth of our hero ingredient, dexpanthenol, working deep within the skin barrier.

Usage of Our Brandmark

We underline our identity with our Bepanthen Fresh Blue to bring strong ownability to our mark. The 'P' sinks into the line to reflect our product benefit as an effective skin repair product working deep within the skin.

To protect the visual integrity of our brandmark we've created clear space zone around it. No other design elements should enter this space unless in the instance the line continues on from the right handside (see full Brand Visual World guidelines).

Our identity should ideally only sit on white or Warm Grey (PMS 7528C).

For legibility we do not recommend going below the minimum size demonstrated.

In extreme circumstances it may be required to reverse the brandmark for legibility. **The underline should always remain in our Fresh Blue regardless of the brandmark type reversing out to white.**

Core Brandmark



Secondary Brandmark - White

The underline should always remain in our Fresh Blue



Minimum size



✗ DO NOT:

No busy imagery behind brandmark



No full white brandmark



No alternative colours behind brandmark (other than relevant franchise colour)





The Wonderline

The Wonderline is a key brand asset that allows us to create dynamic and ownable visuals. The blue line extends and originates from our logo.

The Wonderline should always be shown in underline fresh blue as demonstrated on this page.

There is more guidance on the usage of the Wonderline in the Brand Visual World Guidelines document.

Bepanthen®



Usage of Our Wonderline

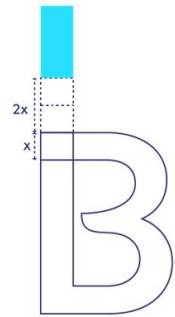
A wider graphic language stems from the underline asset in our logo, lovingly named as Wonderline, with the line extending from the logo itself to create recognizable and distinctive asset.

The Wonderline typically originates from the 'B' of the brandmark, underlining it and then creating the frame, by ending back at the brandmark.

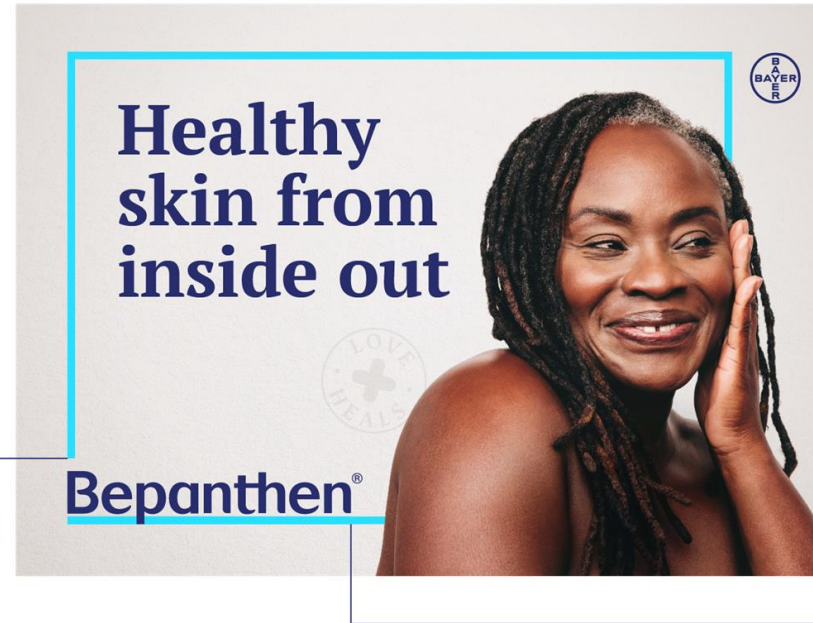
The Wonderline is primarily to be used as a framing of talent and imagery and careful attention should be paid to how the line interacts with these assets.

The Wonderline, combined with other key assets such as the background colour, talent, copy and franchise colours, create a dynamic and distinctive piece of communication.

See the Brand Visual World Guidelines for further guidance.



The space between the top of the letter 'B' and the end point of the underline is defined by the thickness of the letter B (x). We then use twice that distance (2x) as the space between the logo and the line.



✗ DO NOT



No break



No franchise colours



No different thickness

The line that extends from the logo should be the exact same weight as the one present in the logo.



Further examples



Secondary assets

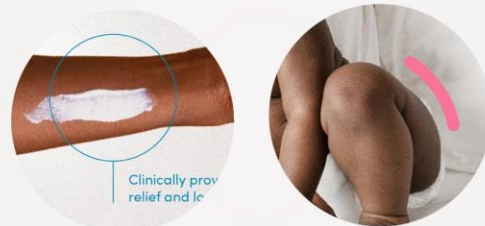
Annotations

When pulling out interesting facts or key information we use our annotation style. This involves a vertical central alignment of the product FOP icon, followed by the copy, and lastly a keyline pointer.



Focus Areas

We sometimes draw attention to a part of an image - that usually demonstrates close-up of product use - by circling the area with a keyline that is clearly finer than the brand underline asset. We only use this technique on Dry Skin, Eczema and Wound ranges. For Baby we have a softer approach to science - using our graphic.



X
DO NOT

When it comes to baby we should adopt a soft approach to science with a little soft line over the bum or affected area. This should not be ever overdone like this example shown here.



Strike through's

Our strike through can be used in copy headlines. The line weight of the strike through is defined by the width of the character stem in the headline. Note: This element may not be applicable in some languages.



The strikethrough should never be on an angle or anywhere other than the centre of the word it is striking through to change the word from a negative to a positive meaning.

X
DO NOT



Underline

We choose to underline copy to add emphasis to words. This should not be overdone though, some details below of best practice.

Healthy skin from inside out

Underlining too many words in a statement is distracting and is less focused. It also can look messy so please only underline one word in a short statement like this.

X
DO NOT

Clinically proven to protect the skin that needs it most

Photography Guidance



Soft lighting and muted tones
Photography compositions shouldn't be overly colourful and lighting should have a diffused feeling.



Uplifting & Positive photography
Positivity is essential but must feel authentic, natural & not forced.



Real Skin & Authenticity
Showing real skin, not overly photoshopped and true to life situation to drive realism.



Human connection
Warm human connection in all photography in real moments.





Our Tone of Voice

Born of our Brand Character, the verbal characteristics are based on our Brand Hive.

While we are skin health experts, we always bring science and humanity together in a **warm** way. We care for skin with the upmost love and respect, calming and providing emotional **reassurance** when people need it most. We're **trustworthy**, always explaining complex concepts in a relatable way. And we are **inspiring** and positive to emphasize the possibility of positive change.

Warm

means we are approachable and friendly
but never overly casual

Reassuring

means we are calm yet confident
but never overly simplified

Trustworthy

means we are knowledgeable, and solution-orientated
but never use intimidating or overly clinical jargon

Inspiring

means we are positive and motivating
but never overly cheerful or comical

Our Packaging

The entire brand visual world was created on the design idea of "Skin Science Simplicity" including the packaging graphical design



BEPANTHEN WOUNDS



BEPANTHEN BABY



BEPANTHEN ECZEMA



BEPANTHEN MULTIPURPOSE



BEPANTHEN DRY SKIN



For Packaging Guidelines, visit the Bepanthen HUB

What should Bepanthen's packaging look like?

Product Packaging Principles guiding structural packaging development

The below guidance is intended to **support structural packaging development for innovations** in order to protect our equity and make our products, uniquely ours



Packaging colours & textures

	Base colour	Touchpoint colour	Surface finish
Minor Wounds	White	White	Gloss
Baby & Kids	White	Blue Pantone 297	Matte 15 vdi
Eczema	White	White	Matte 15 vdi
Adult Medicated Skincare	White	Blue Pantone 297	Matte 15 vdi



What should Bepanthen's packaging look like?

Product Packaging Principles guiding structural packaging development

The below guidance is intended to **support structural packaging development for innovations** in order to protect our equity and make our products, uniquely ours



The perfect tube for cosmetics

Pliable yet firm tube

Flexible enough to be able to get all the product out, yet with enough spring-back to control dispensing and suck back of excess.

Matte texture

Cues caring and more eco, provides better grip and cues fast absorption and silky finish, inviting touch (Glossy texture may be better suited to more clinical ranges where reflective semiotic is expected.)

Flip-top closures

Across all franchises, convenient one-handed use is a priority. Flip-tops are a trusted solution that provide control and convenient neat storage that supports access to the product. Loose caps are a frustration, can be lost and a swallow hazard



Rounded corners

Cues softness and shows we care. Essential for Baby, desired across all franchises

Harmonization of sizes

Identifying universal attributes across franchises that allow us to drive efficiencies without compromising the experience.

Recyclable plastic tube

Plastic is preferred across franchises for usability, reliability and less mess. Recyclable is a must-have for the business, and recycled content will be required in EU.

Tamper seal

Provides reassurance that the pack is sealed. Facilitates carton removal and important for e-commerce / direct to consumer shipment which is prone to rough handling.

What should Bepanthen's packaging look like?

Product Packaging Principles guiding structural packaging development

The below guidance is intended to **support structural packaging development for innovations** in order to protect our equity and make our products, uniquely ours



The ideal bottle packaging

Our hero packaging for the bottle solutions of Bepanthen 400ml pump bottles and 200ml disc-top cap bottles

We're conscious that these packs may not suit every region. For help creating bottle pack options for your region - in case the signature bottle shapes of Bepanthen are not feasible for implementation -, **please contact:**

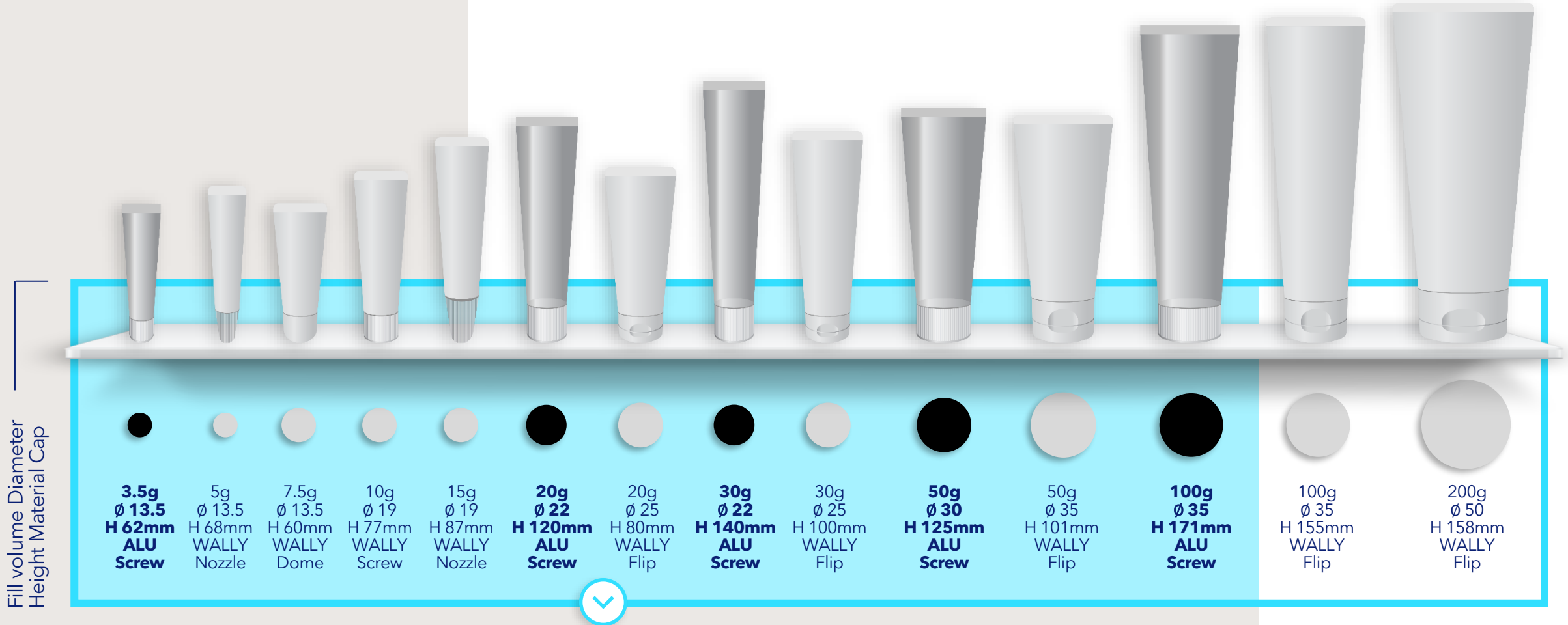
Anne Laure Wacquez - Pack Innovation

Geoff Mawtus - Structural Pack Design



Tube packaging options

Keeping our packaging options tight drives consistency and keeps costs down as we can leverage scale. **The following global tube standards are targeted for use on Bepanthen:**



Tubes below 100ml / g may use secondary cartons



3. Our Brand Science & Product Principles

Our Brand Science Principles

Bepanthen's Science Principles ensure we positively build on and protect our equity, maintaining the brand trust and credibility.

Our **Brand Science Principles inform product formulation development, in-licensing and proposition development.**



01.

**Dexpanthenol,
our signature
ingredient**



Bepanthen's overarching hero ingredient, dexpanthenol, is present across all product ranges. Dexpanthenol **brings to life the Brand Benefit POD and Brand Essence of "Healing From Within"** in a way that is uniquely Bepanthen.

02.

**Scientifically
proven skin
health solutions**



Bepanthen's reputation as a trusted skin health expert stems from decades of effort developing products backed by science, studies and tests with **our formulations to deliver robust and proven health benefits.**

03.

**Only the essential
ingredients,
nothing more**



Bepanthen is highly trusted for gentle, safe yet effective formulations that contain only the essential **ingredients that directly benefit the health of the skin** or the integrity of our formulas.

Our formulations are gentle and safe, even for fragile and sensitive skin.

Our "magic" skin healing effect thanks to Dexpanthenol

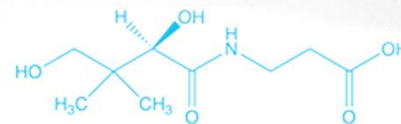
Dexpanthenol brings to life the Brand Benefit POD and Brand Essence of "Healing From Within" in a way that is credibly Bepanthen



Pantothenic acid participates in a wide array of biological roles, such as synthesis of coenzyme A (CoA) and citric acid cycle, and is essential in cell regeneration. Skin damage or impairment of the skin barrier function increases the need for pantothenic acid in the body.

Bepanthen's overarching hero ingredient, present across all product ranges, is Dexpanthenol, the alcoholic analog of pantothenic acid which is chemically more stable and readily absorbed in topical application. When applied topically, Dexpanthenol is converted into vitamin B5, also named pantothenic acid, in the skin to support its healing and regeneration. 80 years ago, the first-ever topical Dexpanthenol formulation, our original ointment, was developed. Since then, topical Dexpanthenol emerged as a frequently used ingredient in the field of dermatology.

Many studies confirm its healing, moisturizing, and skin barrier enhancing properties as a highly effective ingredient to care for skin irritation, stimulate skin regeneration, and promote skin healing, with beneficial effects observed in patients suffering from eczema, dry skin, burns, post laser therapies or tattoos. At Bepanthen **we incorporate at least 2.5% of Dexpanthenol** into our formulas to ensure highest efficacy.



Pantothenic acid (Vitamin B₅)

**LES NOUVELLES
DERMATOLOGIQUES**

ENGLISH-FRENCH INTERNATIONAL JOURNAL

Tiré à part - Nombre: 23 800
© New Dermatol. 1995; 14: 130-138


Skin health solutions proven to work

Our continued promise honouring our brand credibility driven by decades of research and dozens of clinical studies

Bepanthen's reputation as a **trusted skin health expert** stems not only from its mother company, Bayer, but from decades of effort developing products properly **backed by science, studies and tests with our formulations** to deliver robust health benefits.

That is why we pledge to continue building Bepanthen's legacy, **avoiding ingredients that lack efficacy data substantiation, or lacking skin health claims**. We are committed to each time initiate product development by identifying the biological processes that needed to be supported or fixed (e.g., the dry skin cycle) based on the latest understanding of the skin conditions and skin needs. We are **devoted to formulating products rooted in science and backed by data**.

This approach ensures **we deliver effective skin health solutions** that are **proven to work** and **to the latest scientific knowledge**. Ultimately, it leads to products that are loved by many more generations of consumers.



There are no FDA-approved products labeled as homeopathic; this means that any product labeled as homeopathic is being marketed in the U.S. without FDA evaluation for safety or effectiveness.



STAYING HEALTHY
CBD products are everywhere. But do they work?
Cannabidiol products may be helpful for some conditions, but evidence is lacking for others.

Gentle and safe formulations, even for the most fragile and sensitive skin

Effect of Bepanthen® Ointment in the prevention of diaper rash on premature and full-term babies : open pilot study

■ G. PUTET¹, B. GUY¹, S. PAGES¹, C. GIBAUD², P. ANDRES²,
A. SIRVENT², R. PUFFAY², R. DE BONY⁴, P. GIRARD² ■

Bepanthen is known as a non-nonsense brand with strong healing equity, and **highly trusted for gentle yet effective formulations that contain only the essential ingredients that contribute to skin health**, nothing more, and are safe and suitable for use even in the most fragile and sensitive of skins. HCPs prioritize products, especially for issues such as atopic eczema, that were developed in accordance with this principle.

Colorants, perfumes, allergens and irritants that can trigger skin reactions and irritation are not in line with the integrity of our formulations. These ingredients do not add value from a health standpoint, often being used just to broaden product line-ups and deliver different experiences, but at risk of negatively impacting the health of skin.

Bepanthen not only complies with Bayer's MSL (Material Stewardship List) but goes beyond it to ensure all formulas are fit with our brand equity and hold our pledge of **only using ingredients that directly benefit the health of the skin** or support the integrity of formulas.

This approach of ensuring our products contain only the essential ingredients and being in line with the latest scientific knowledge **enable us to avoid competitive disadvantage, backlash from consumers, customers, or broader society.** It also makes our formulations as future proof as possible avoiding risk of having to reformulate short-term due to regulatory scrutiny.



110

Published Scientific studies* on Bepanthen

- 42 on Wounds / Scars
- 18 on Atopic Dermatitis
- 15 on Mum & Baby
- 26 on Dry Skin
- 9 on Other Therapeutic Areas**

The robustness of our science

Scientific evidence

10+

Expert Panel Publications

- 2 on Wounds / Scars
- 5 on Atopic Dermatitis
- 2 on Mum & Baby
- 2 on Dry Skin
- 1 on Dexpanthenol



*Human in-vivo and in-vitro studies.

**Other therapeutic areas: nasal cavity, scalp, ophthalmology

What should Bepanthen's formulations look like?

In line with Bepanthen's Science Principles, the below guidance is intended to **support innovation development** and in-licensing in order to protect our equity and make our products, uniquely ours

PRODUCT PRINCIPLES - OUR FORMULAS ALWAYS:

- ✓ **Contain Dexpanthenol** (Provitamin B5) as a common thread connecting all our ranges.
- ✓ Are required to be **proven efficacious** to deliver on claims and backed by science.
- ✓ **Contain only ingredients that have** either (i) **a skin health benefit** or (ii) a reason for being in the formula to preserve its integrity. Anything beyond that has no reason to integrate our formulas, which promise gentle, clean formulations, only the essentials.
- ✓ Are required to be **dermatologically tested**.
- ✓ Are subjected to **toxicological evaluation** and **safety tests** meeting all industry standards.
- ✓ Need to be **checked for pH, high tolerability**, and in the case of baby products also for isotonic osmolality.
- ✓ Need to be **FTO fit**, ensuring no patent infringement.



What should Bepanthen's formulations look like?

In line with Bepanthen's Science Principles, the below guidance is intended to **support innovation development** and in-licensing in order to protect our equity and make our products, uniquely ours

PRODUCT PRINCIPLES - OUR FORMULAS DO NOT:

- × Contain **restricted or banned ingredients from BCH's [Material Stewardship List](#)** applicable to all Bayer brands (click the link, request access, and do not share externally).
- × Contain **ingredients that may harm our equity of safety and gentleness**, either **due to the technical risk profile**, or **due to negative perception from consumers and public controversy** (even if technically safe), including but not limited to the below examples:
 - × Colorants
 - × Perfumes and fragrances
 - × Potential skin irritants (ie. essential oils)
 - × Classical preservatives (ie. parabens)
 - × Steroids
- × Contain **ingredients lacking safety or efficacy data** substantiation (ie. homeopathic remedies).
- × Undergo **testing on animals** unless mandated by authorities.
- × In the case of legacy pharmaceutical UIs use in new developments, a careful assessment is required as any potential weaknesses in data may trigger challenges with Health Authorities and endanger our existing marketing authorizations, jeopardizing core business. A thorough assessment is particularly required for UI 1600198 and 1600188 with NPD strategy pre-validated with RA.

What should Bepanthen's Product Experience be like?

Product Experience Principles guiding formula development

The below guidance is intended to **support our formula development for innovations** in order to protect our equity and make our products, uniquely ours

The perfect Daily Maintenance Product

Driving repeat purchase & routine usage through the delivery of the right sensorial experience

The Product Experience Principles have been created for any skin concern and target user - adult or baby and child-based on existing PX existing data across demand spaces of eczema, dry skin or baby & kids.

We're conscious that this guidance does not cover the full scope of products that we may want to develop.

For more information or guidance, **please contact:**

Rozenn Henaff - Product Experience

It's mostly about the skin feel and texture

TIP THE BALANCE

NICE TO HAVE

MUST HAVE

Body Moisturizers

'Dry touch' skin feel after application
'No fragrance' claim

Soft and smooth skin
Fluid but not watery
Easy to spread
Opaque and white/off-white
No white cast on skin

Immediate and long-lasting comfort
Not sticky or greasy
Fast and easy absorption
No unpleasant aroma

Body Washes

Long lasting comfort
'No fragrance' claim

High amount of lather and large bubbles
Not watery in hand

Visible lather and bubbles
Easy to rinse
No unpleasant aroma



4. Our Sustainability & DEI Strategy

Sustainability Strategy

Our Champion & Defend Areas

As captured in our Brand Hive, **our brand purpose and impact** is “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”.



Naturally, the **sustainability territory we choose to speak up about and be known for**, which is called our “Champion Area”, is aligned to our purpose and **is a social impact**. Environmental aspects will rather feature as our “Defend Areas”, meaning topics we must work on and mitigate for defensibility.

As our chosen sustainability territory, **our Champion Area is to be consistently brought to life around the world**.

CHAMPION AREA	DEFEND AREAS
Healing young people who feel vulnerable because of their skin	Clean formulations
	Sustainable and inclusive packs



Unpacking our Sustainability Champion

CHAMPION AREA:

Healing young people who feel vulnerable because of their skin

THE CHALLENGE BEPANTHEN HELPS WITH

Skin health is inextricably linked physically and mentally. Those who suffer from chronic skin issues, like eczema, often struggle with cycles of anxiety and stress that can also be potential triggers. Those who carry marks and scars often deal with lack of confidence alongside it.

That is even more concerning for young people who are still learning how to navigate emotions.

Vulnerability experienced during formative years can be greatly damaging for a person - **skin issues are shown to negatively impact children and young adults' socialization skills, relationships, school performance, sleep.**

These physical and emotional scars may be then carried on through life.





Unpacking our Sustainability Champion

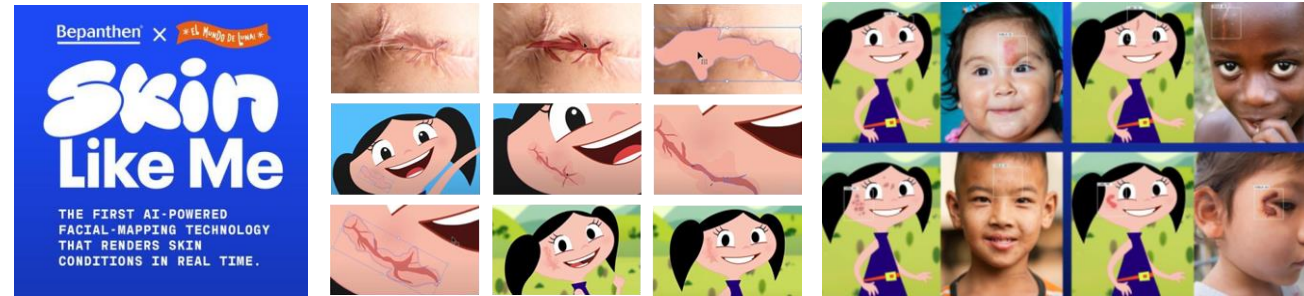
CHAMPION AREA:
Healing young people
who feel vulnerable
because of their skin

ACTIVATION CASE EXAMPLE

Bepanthen Mexico has partnered with popular Discovery hit series "El Mundo de Luna" to empower kids with skin conditions and marks to feel confident and represented in a face they know and love: Luna's. **With the power of AI, parents and kids could customize the beloved character, Luna, leveraging a library of skin conditions and generate personalized episodes** with Luna carrying the skin mark of the children watching the show.

Parents were invited to share their kids' reactions from seeing themselves represented in the show, while influencers took over social media to share their emotional experiences of growing up with skin issues.

Educational content was also offered via website and HCP activations.



How we bring to life our sustainability Champion Area

'Healing young people who feel vulnerable because of their skin'

1

REPRESENTATION

Ensure people, especially kids and young adults, **see themselves and their skin authentically represented in media** outlets, breaking negative stereotypes and helping them feel seen and heard.

2

CONNECTION

Help vulnerable youth and their caregivers to **connect with others who are going through similar skin journeys** and therefore feel, on their own skin, what others are experiencing.

3

EDUCATION

Debunk skin myths and fads that circulate online and misdirect consumers, especially impressionable youth, in their choices of skin products and habits, helping distinct real from fake.

How we bring to life our sustainability Champion Area

‘Healing young people who feel vulnerable because of their skin’

WHAT OUR CHAMPION IS ABOUT

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

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

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

WHAT OUR CHAMPION IS NOT ABOUT

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

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

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

IT SHOULD BE

genuine, positive, human

caring, understanding

clear, simple, non-nonsense

proactive, practical, truthful

AND SHOULD NOT BE

stereotypical, fake, staged

cold, judgmental, sales driven

confusing, overwhelming, overly scientific

overpromising, misleading

SO THAT CONSUMERS FEEL

truly seen

resilient

in control

empowered to care for their / their kids’ skin



Unpacking our Sustainability Defend Areas

DEFEND AREA 1: Clean formulations

THE ESSENTIALS, NOTHING ELSE

Simply put, **'clean formulations' for Bepanthen means** making a product by using as few ingredients as possible, striving for natural or vegan ingredients or biodegradable wash formulas where possible, and avoiding irritants and additives.

This is something Bepanthen already does today, positioning **as a brand suitable for all types of skin, even the sensitive and fragile ones**, and being known for its gentleness.

Given consumer's rising concern with ingredients - from both personal health and sustainability POV - and easy access to information and education, it is vital for the brand to pursue this path as it expands its portfolio of products.

WHAT CLEAN FORMULA IS ALL ABOUT FOR US

Adhering to our Brand Science Principles with commitment to only use ingredients that benefit the skin, or have a reason for being in our formula to maintain its integrity.

Minimalism and striving for naturality, but always scientifically proven.

Transparency, truthfully informing consumers about what is or isn't included in our products, with a proper PR mitigation plan ready where needed.

WHAT CLEAN FORMULA IS NOT ABOUT FOR US

Compromising on our Brand Science Principles due to operational reasons (ie. lower COGs) at risk of harming consumers' skin or perception of brand equity.

Homeopathic products, or ingredients lacking claims or substantiation.

Trying to hide ingredients or only sharing half-truths with consumers.



Unpacking our Sustainability Defend Areas

DEFEND AREA 1:
Clean formulations

HOW WE ACTIVATE

Today, Bepanthen does leverage some of its gentle formula claims (i.e. free from colourants and perfumes, over 90% of ingredients from natural origin) in some of its packs and touchpoints (i.e. website, e-comm).

However, **Bepanthen's approach is still ad-hoc today** across geographies, often SKU by SKU, missing a broader megabrand stand and clear positioning that can be consistently communicated and shared with consumers, customers and HCPs (i.e. ingredients list, FAQs).

It is recommended for activation to **leverage our gentle, clean formula claims consistently by holding one clear and robust approach** to talk about Bepanthen formulas, ideally along with a PR plan.

Example Messaging Approach



Gentle, even on sensitive skin



With provitamin B5



Free from preservatives, colorants and fragrances



Unpacking our Sustainability Defend Areas

DEFEND AREA 2: Sustainable & Inclusive Packs

MAXIMUM SOCIETAL, MINIMUM ENVIRONMENTAL IMPACT

Sustainable and inclusive packs means **minimizing environmental footprint** (i.e. type, quantity and weight of materials, recyclability profile, refill systems, etc) **while maximizing accessibility for people with various needs and abilities** (i.e. limited dexterity, visual impairment due to advanced age or disability, etc).

For Bepanthen, that is being accomplished via holistic 2D (graphic design) and 3D (structural) packaging strategy driven at BCH level across platforms (tubes, bottles, etc).

As a Defend Area, it is important to continually evolve our packs, so we remain compliant with latest regulatory requirements, in line with customer and consumer expectations, but this is not what we want to be famous for, thus it will never be our differentiator or competitive edge.

More details on our packaging initiatives can be found in our Sustainability Playbook.



Bepanthen®

GLOBAL BRAND
SUSTAINABILITY
PLAYBOOK



FOR FULL SUSTAINABILITY
PLAYBOOK, VISIT THE
BEPANTHEN HUB



A close-up photograph of a person's face, focusing on the eyes and nose. The person has light brown skin with numerous freckles and is looking slightly to the right. The image is partially obscured by a light blue vertical bar on the left side.

DE&I Strategy

Our Inclusive Experience Principles

When it comes to defining how Bepanthen could and should champion its diversity, equity and inclusion territory, we first dove deep into our category to understand what consumers expect of skin brands and then map how Bepanthen and other players out there currently deliver.

Based on these insights, we created our inclusive brand experience principles, which **should always be respected when driving any initiative and comms externally.**

1. **WE REPRESENT AUTHENTICALLY**
2. **WE INFORM HONESTLY**
3. **WE SUPPORT HOLISTICALLY**
4. **WE MAKE THINGS EASY**

Introducing Bepanthen's Inclusive Experience Principles

What Diversity, Equity and Inclusion means to Bepanthen

01

Represent Authentically

We celebrate the diversity of every society, adapting representation to local reality, to **connect with as many people as possible with positive yet human depictions** of modern living, families growing, healthy ageing, and all intersecting identities and their skin

It should feel
genuine, positive, human

and never
stereotypical or staged

so that
every consumer feels seen

02

Inform Honestly

With 80 years of expertise healing skin with science, we take responsibility to **proactively engage with consumers providing straightforward, solid evidence of skin reality**, so people can be reassured in our recommendations and their choices, saving time and resources

It should feel
proactive, truthful, practical

and never
overly scientific or exaggerated

so that
consumers feel empowered

03

Support Holistically

We know our products are part of a bigger skin health picture - one that also involves emotional resilience, life changes, new choices, and sometimes a whole family to manage together. Our expertise is in skin science, but we **provide care and empathy beyond our products**.

It should feel
caring, warm, empathetic

and never
judgmental or sales driven

so that
consumers feel resilient

04

Make It Easy

We believe healing and protecting skin should be a ritual and not a chore. We **ensure it is clear exactly how to get the best from Bepanthen, as simply as possible**, for anyone to keep on top of treatment. So that every skin sees the best results

It should feel
clear, simple, calm

and never
ambiguous or challenging

so that
consumers feel in control

From 4 Inclusive Experience Principles To 16 Actions

01



Represent Authentically

02



Inform Honestly

03



Support Holistically

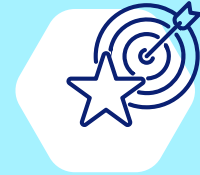
04



Make It Easy

OUR ACTIONS

- | | |
|---|--|
| 01 Broaden our target consumer definition | 02 Audit especially for gendered branding |
| 03 Update consumer photography in comms assets | 04 Create inclusive language guidelines |
| 05 Update skin issues visuals in comms assets | 06 Elevate consumer stories and user generated content |
| 07 Guide with clear recommendations and transparent info | 08 Update HCP materials to support care and diagnosis |
| 09 Create consumer support plan for priority triggers | 10 Define new partnership opportunities |
| 11 Avoid trial-and-error waste to lower resource burden | 12 Engage HCPs for holistic skin health management |
| 13 Humanize product guidance and science comms | 14 Carry accessible Px and Med research |
| 15 Audit visual ID with inclusive visual design guidelines | 16 Carry diverse consumer research focused disability & age |



Our principles are being brought to life via a set of **16 actions** supporting the delivery of our **DE&I strategy**



FOR FULL DE&I STRATEGY,
VISIT THE BEPANTHEN HUB





5. Our Brand Growth Strategy

Bepanthen Strategic Context at a glance



OUR CATEGORY

Skin Health is large (+€170bn), **growing** (+6% 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

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 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	Baby Nappy Rash Baby & Kids Eczema Treatment*	Baby & Kids Daily Skincare (newborn, dry, sensitive skin) Baby & Kids Eczema Daily Management*
Adult Skin Health	Minor Wounds	Minor Wounds treatments	
	Adult Medicated Skincare	Dry & Irritated Skin Multipurpose Treatments Tattoo Treatment	Dry Skin Daily Management (body, face, hand, lips) Oily Skin Daily Management* Healthy Aging Daily Skincare including menopausal skin* Tattooed Skin Daily Management
	Compromised Skin	Eczema Treatment Acne Treatment*	Eczema Daily Management Acne Daily Management*
Beyond Skin	Eye Care		Dry Eyes Daily Management

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 local tactical 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

PSEUDOSCIENCE

2

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

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 local tactical 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
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 *	

*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.

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

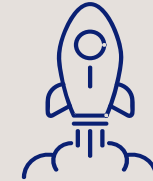
How:

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

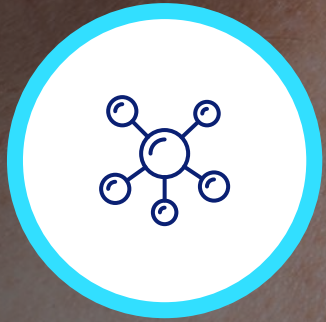
accelerating rollout across all white space intersections, leverage new Skin Health Product Catalogue

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



6. Our Brand Architecture

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

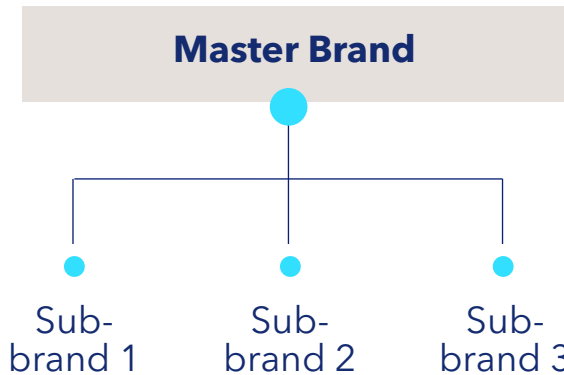
Bepanthen's Brand Architecture brings clarity on **how the brand, its sub-brands and products should be structured, positioned, and communicated cohesively**, creating synergies across ranges to strengthen our overall market presence and making it easier **for consumers and HCPs to navigate our offerings**

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

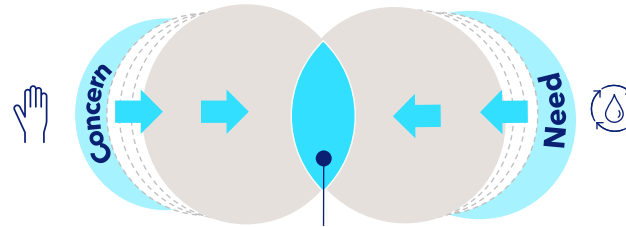
Branded House
Monolithic

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

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

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/across demand space

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

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

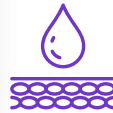
Standard pricing pattern within dry skin portfolio ranges (200ml tube, 400ml bottle, 400ml refill)

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.)

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	Baby Nappy Rash <hr/> Baby & Kids Eczema Treatment*	Baby & Kids Daily Skincare (newborn, dry, sensitive skin) <hr/> Baby & Kids Eczema Daily Management*
Adult Skin Health	Minor Wounds	Minor Wounds treatments	
	Adult Medicated Skincare	Dry & Irritated Skin Multipurpose Treatments <hr/>	Dry Skin Daily Management (body, face, hand, lips) <hr/>
		Tattoo Treatment <hr/>	Oily Skin Daily Management* <hr/>
	Compromised Skin	Eczema Treatment <hr/>	Healthy Aging Daily Skincare including menopausal skin* <hr/>
		Tattooed Skin Daily Management	Eczema Daily Management <hr/>
		Acne Treatment* <hr/>	Acne Daily Management*
Beyond Skin	Eye Care		Dry Eyes 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 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

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