



Redoxon[®]

**Megabrand
Frames**

2025



Welcome to the World of Redoxon



This document provides a complete overview of the Redoxon 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 Redoxon with every single innovation, campaign or activation.

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

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

BRAND FRAMES

- 01** [Our Brand Equity](#)
- 02** [Our Brand World](#)
- 03** [Our Brand Science](#)
- 04** [Our Sustainability](#)
- 05** [Our Brand Growth Strategy](#)
- 06** [Our Brand Architecture](#)

CLICK THE MENU to navigate across chapters.

Our History

Redoxon®

A Symbol of the 20th-Century Pharmaceutical Brilliance

Early 1930's

Swiss-Polish chemist Tadeusz Reichstein developed a groundbreaking method to convert glucose into vitamin C (ascorbic acid).



For 70 years

The brand focused on geographical expansion, making Vitamin C available as a Cold & Flu treatment to millions of consumers around the world, leading the Immunity segment.



2000's-2020'

Since the early 2020's, Redoxon has been strengthening its leadership in Immunity, expanding its range with more complete formulation and kids-dedicated products.



1934

Hoffmann-La Roche acquired Reichstein's patent in 1934, and soon after introduced Redoxon®, becoming the world's first mass-produced vitamin C supplement.



2004

Bayer acquires the Roche Consumer Health portfolio.



Future

Building on its immunity legacy, the brand is now expanding to protection, becoming the guardian of everyday health.



Redoxon[®]

01

**Brand
Equity**



Our Brand Hive

BRAND INSIGHT

I've always got a lot going on, so **when I'm not at 100%, even the small things feel harder.**

I just want to stay on top of my life, without the constant worry that my health might let me down.

BRAND DISTINCTIVE ASSETS

Logo

Radiating protection hexagon

Glass half full

BRAND BENEFIT POD

Powered by its immunity expertise, **Redoxon protects you from everyday health threats**, standing between you and what could throw you off, so you stay on top of your life, free from health worries

BRAND ESSENCE

**The Guardian
of Everyday
Health**

BRAND CREDIBILITY

With 90 years of pioneering scientific expertise in Immunity, **we know better than anyone how to protect your health** with carefully crafted, clinically-proven formulations.

Trusted and recommended by HCP & consumers alike.

BRAND CHARACTER

DEPENDABLE

We deliver on our promises, and we do it based on science

EMPOWERING

We are your ally and can take the load off your shoulders

PROTECTIVE

We protect you because we understand what your health means for your life

BRAND PURPOSE & IMPACT

Redoxon is the guardian of health for **everyday** and **everyone**,

enabling people to stay on top of life **by promoting small, daily habits of protection** and **protecting those who protect us.**

Brand Insight

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



Life these days is full and fast-paced, happily balancing work, family and personal goals. **We thrive on being present, dependable and capable.**

But stressors can hit any time:

- that cold that disrupts a big meeting
- that fatigue that makes family dinner feel like a chore
- that joint pain that steals the joy of a sunny walk.

When health is even slightly off, everything feels harder.

In today's unpredictable world, **staying well means more than avoiding illness.**

It's about protecting our ability to show up, for the people and for the life we want to live, **without having to overthink it.**

Redoxon®

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BRAND PURPOSE & IMPACT

Redoxon is the guardian of health for everyday and everyone,

enabling people to stay on top of life by promoting small, daily habits of protection

and protecting those who protect us.

Brand Benefit POD

Redoxon®

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



Building on decades of trusted immunity expertise, Redoxon serves as a reliable **guardian of your health**, standing firmly between you and the everyday health threats that could throw you off.

Whether it's about viruses, fatigue, or the natural effects of aging, Redoxon is there and **protects you through those everyday challenges** but also **through every life stage**, with its carefully-selected vitamins and minerals.

So you can stay on top of your life and focus on what matters to you, leaving behind those everyday health worries.

BRAND DISTINCTIVE ASSETS

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Radiating protection hexagon

Glass half full

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BRAND BENEFIT POD

Powered by its immunity expertise, **Redoxon protects you from everyday health threats**, standing between you and what could throw you off, so you stay on top of your life, free from health worries

BRAND ESSENCE

The Guardian of Everyday Health

BRAND CHARACTER

DEPENDABLE

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EMPOWERING

We are your ally and can take the load off your shoulders

PROTECTIVE

We protect you because we understand what your health means for your life

BRAND PURPOSE & IMPACT

Redoxon is the guardian of health for everyday and everyone,

enabling people to stay on top of life by promoting small, daily habits of protection

and protecting those who protect us.

BRAND CREDIBILITY

With 90 years of pioneering scientific expertise in immunity, we know better than anyone how to protect your health with carefully crafted, clinically-proven formulations.

Trusted and recommended by HCP & consumers alike.

Brand Essence

Redoxon®

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



Our essence is rooted in decades of legacy:
we are the steady, ever-present guardian of your everyday health.

For over 90 years, Redoxon has built its legacy on immunity expertise, **protecting** millions of consumers across the world.

This protection is what makes us more than a supplement.
We are the invisible, yet reliable 'guardian angel' - an ally at your side whenever needed.

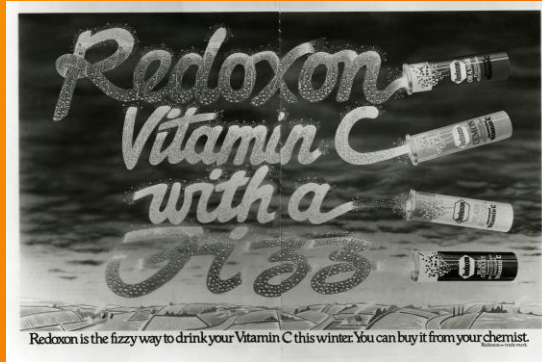
By elevating our immunity expertise into everyday protection, Redoxon stands firmly between you and the everyday health challenges, bringing you the confidence and reassurance to live life.



Brand Credibility

Redoxon®

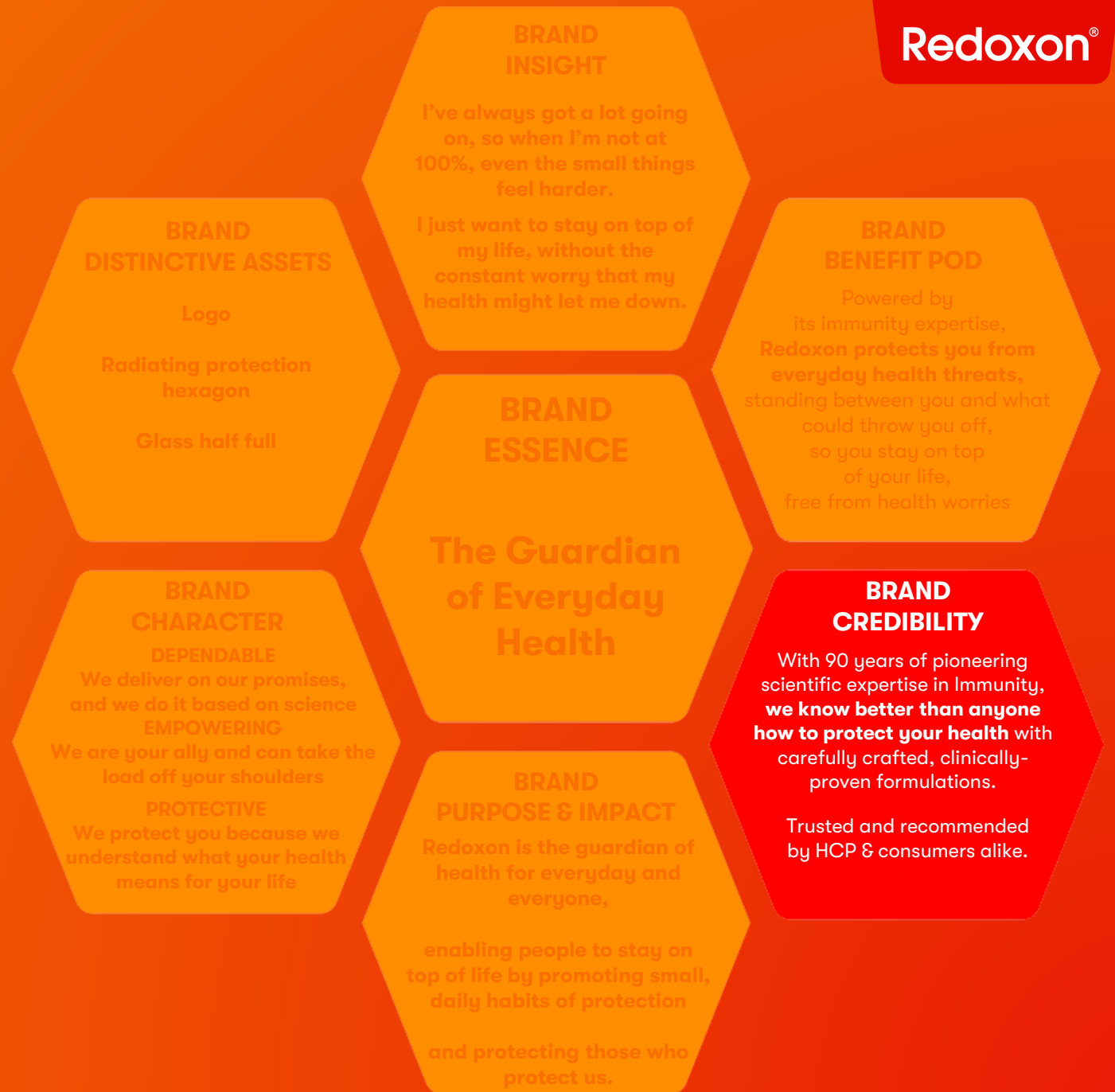
The most compelling reasons to believe the authenticity of the brand.



With more than **90 years of history**, Redoxon is a pioneer in the world of vitamin and mineral supplements. Our story began when chemist Tadeusz Reichstein developed a groundbreaking method to convert glucose into vitamin C — paving the way for the mass production of synthesized vitamins for the world.

Through these decades, we have built a powerful presence in immunity, becoming a brand consumers instinctively associate with the protection of their health.

Backed by **clinical trials & real-world-evidence**, endorsed by **HCP & our advisory board of 12 experts**, we continue to craft **high-quality formulations** to best serve the needs of our consumers.



Brand Purpose & Impact

Redoxon®

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



We champion daily, accessible protection as a fundamental part of everyday life, empowering people from school runs to workplace demands and caring for loved ones.

As a long-standing guardian of health, Redoxon believes **simple, consistent habits protect against everyday threats**. That's why we promote it through science-backed education and an accessible portfolio, helping families build protective routines.

Beyond that, **we especially honor those who protect us daily** – teachers, healthcare workers – and support their health and courage.

Ultimately, we're committed to making protection accessible to all, especially where it's needed most.

BRAND DISTINCTIVE ASSETS

Logo

Radiating protection hexagon

Glass half full

BRAND INSIGHT

I've always got a lot going on, so when I'm not at 100%, even the small things feel harder.

I just want to stay on top of my life, without the constant worry that my health might let me down.

BRAND BENEFIT POD

Powered by its immunity expertise, Redoxon protects you from everyday health threats, standing between you and what could throw you off, so you stay on top of your life, free from health worries

BRAND ESSENCE

The Guardian of Everyday Health

BRAND CREDIBILITY

With 90 years of pioneering scientific expertise in immunity, we know better than anyone how to protect your health with carefully crafted, clinically-proven formulations.

Trusted and recommended by HCP & consumers alike.

BRAND CHARACTER

DEPENDABLE

We deliver on our promises, and we do it based on science

EMPOWERING

We are your ally and can take the load off your shoulders

PROTECTIVE

We protect you because we understand what your health means for your life

BRAND PURPOSE & IMPACT

Redoxon is the guardian of health for **everyday** and **everyone**,

enabling people to stay on top of life **by promoting small, daily habits of protection** and **protecting those who protect us**.

Brand Character

Redoxon®

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



Our Personality

We're **dependable**, meaning we're there when you need us, delivering on our promises with the confidence that comes from our science-backed legacy.

We're **empowering** because we act as your ally — taking some of the weight off your shoulders so you can focus on what matters most.

And above all, we're **protective** — because we truly understand how important your health is to your life, your loved ones, and your every day.

Our Tone of Voice

Optimistic: we use positive language, highlighting the benefits of feeling well everyday

Direct: we speak with clarity and confidence, we are to-the-point and fact-based because we are rooted in science

Reassuring: we ease concern, encourage and instill trust by reinforcing the feeling of protection.

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Brand Distinctive Assets

Redoxon®

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



Our **logo**, the **hexagon** and our **glass** represent our most distinctive brand assets.

Our logo represents that grip of protection and the hexagon brings that dimension to another level, highlighting the everyday protection we deliver to our consumers.

Our glass represents our optimistic take on life: a glass half-full outlook.

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Redoxon[®]

02

**Brand
World**



Radiating Protection

When we feel our best, we live our best lives. The real key to unlocking that feeling? Our health. Redoxon radiates protection everyday, enriching and supporting you from the inside out.

Embodied by our hexagon and layered guard pattern, these symbolise the protection we form each and every day. Providing uncompromising protection, wrapping around you through every part of your day. A consistent, reliable presence to keep you on track and living life to your unique fullest.

Our orange gradient reflects the uplift that comes from our protection and the empowerment it brings to making the most of each day. All of this underpinned by our adaptive approach to science, built on 90 years of expertise, that's dedicated to protecting what matters the most.

Your daily guardian for better everyday health.

Design Idea

Radiating Protection

Design Principles

Proactive Guard

Embodied by our hexagon that emanates strong protection from its core, a symbol of how we pro-actively guard health, everyday.

Grounded Optimism

Our orange gradient uplifts and empowers people to stay optimistic, everyday.

Adaptive Science

Expert, trusted science that is designed to magnify and get to the places that matter most.

Proactive Guard

Represented by our hexagon shape, the source of the strong protection we provide.

Emanating out from its strong core our layered guard pattern. Small but mighty layers that work together to pro-actively guard and protect health, everyday.

Symbolising the uncompromising, multi levelled protection we form around people, across every part of the day and aspect of life.



Grounded Optimism

When health is good, we feel good, and can do more of what matters. We approach this with an optimism that's grounded in the reality of daily life. Never over the top or exaggerated, but always positive.

Our orange gradient embodies the uplift that comes from our protection, and the way in which it empowers people to stay optimistic, everyday. Alongside our warm, human tone of voice, which champions our protective role and understanding of real life.



Adaptive Science

Delivering efficacy through our expert, trusted science, formulated to provide health protection only where and when it matters most. 90 years in the making.

Putting what is important into focus, through adaptive science that is designed to magnify and get to the places that matter most. So our consumers can keep showing up and staying on top of what matters, everyday.



Redoxon

Distinctive Brand Assets



Keystone Grip

Our keystone grip logo embodies our strong, radiating take on protection. Much like a hand gripping an object, this mark represents protection, guardianship and reassurance, both on and off pack. Confidently underpinned by our core brand line, Everyday Protection, which emotively captures the core essence of our brand.



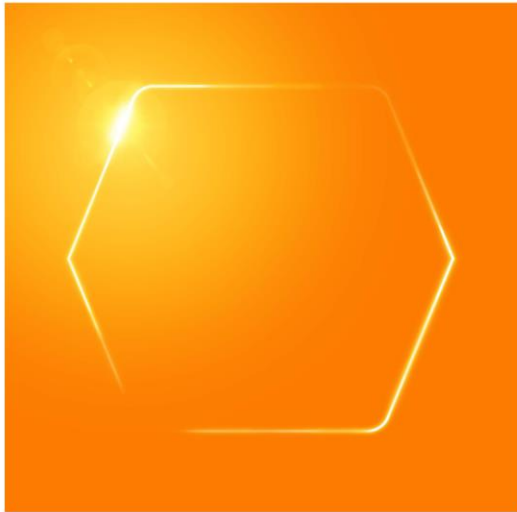
Redoxon[®]
EVERYDAY PROTECTION

Hexagon

The Redoxon hexagon is our powerful visual symbol of the daily, uncompromising protection we provide. Used across every part of our brand world, from framing people in imagery to anchoring key pack elements, our hexagon radiates strong reassurance and guardianship, uniting our brand across every touchpoint.



Protection Glow



The optimistic protection glow surrounds in a subtle way, always protecting without creating boundaries.



- To be used with:
- Photography
 - Detailing on iconography
 - Highlighting messaging
 - Cropped to enhance elements

Radiating Protection



The radiating protection pattern supports key elements. Although a subtle background texture it enforces a strong sense of protection.



- To support specific messages
- Used on single message comms ie. Just the packs or singular message

Glass Half Full

Our glass half full symbol visually captures the multi-sensorial, tasty burst of flavour that Redoxon provides, uplifting taste buds and spirits. A celebration of the optimistic, 'glass half full' approach to life our protection unlocks, when you know your health is in expert hands.



Redoxon[®]
EVERYDAY PROTECTION





Keystone Grip



Protection Glow



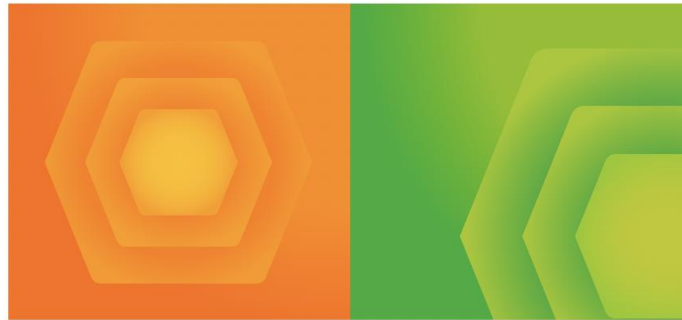
Glass Half Full



Product Experience



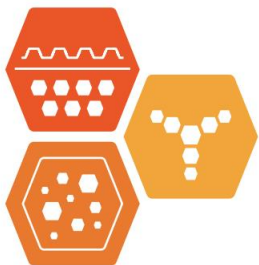
Colour



Radiating Protection



Typography



Science



Iconography



Photography



Hexi

Brand Photography

Style

- Brand gradients to be used in the background.
- A balanced mix of people: different races, ages, ethnicities, body types and abilities.
- Tones from brand, pillar and product colors to be highlighted within clothing and accessories – warm reds, pinks, purples, blues, greys etc.
- Redoxon orange is used for Immunity and brand led but not for other demand spaces such as Energy.
- Glow emanating from behind.
- A strong drop shadow.

Where it is used

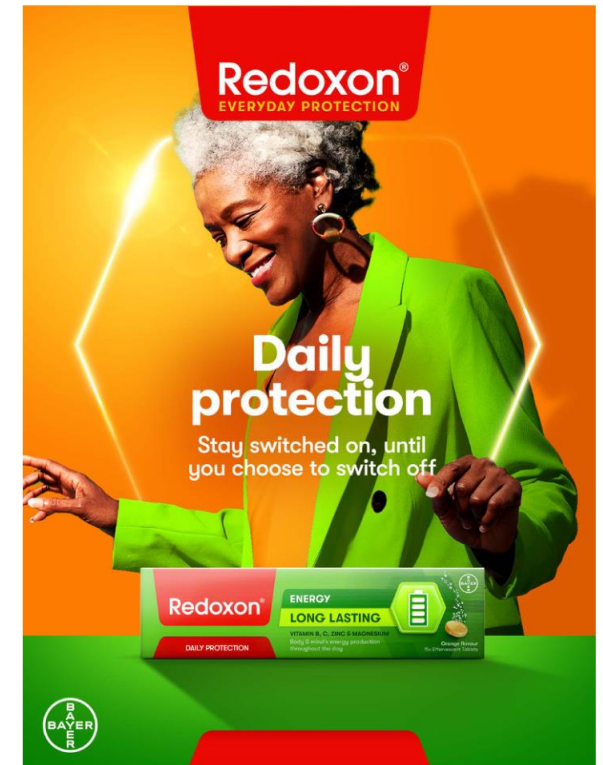
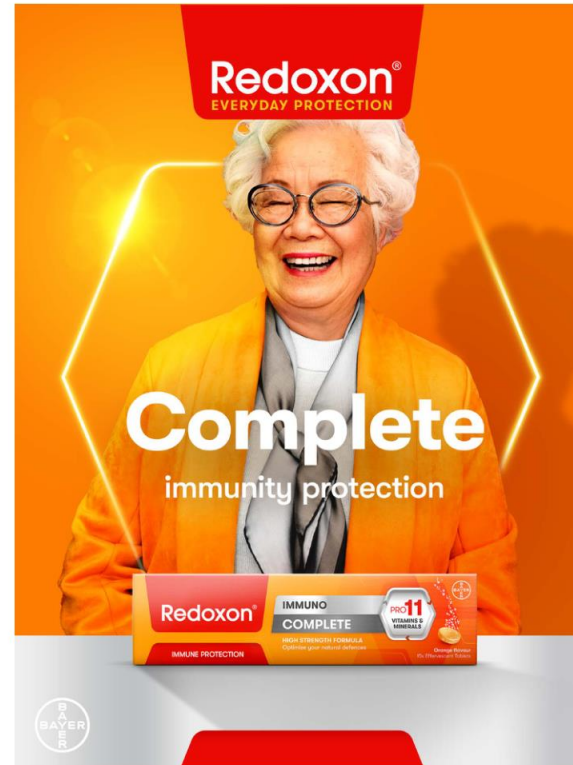
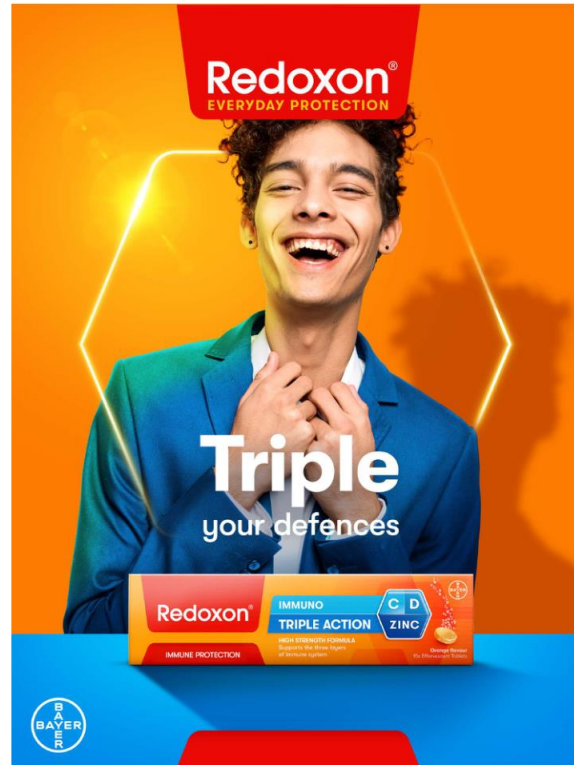
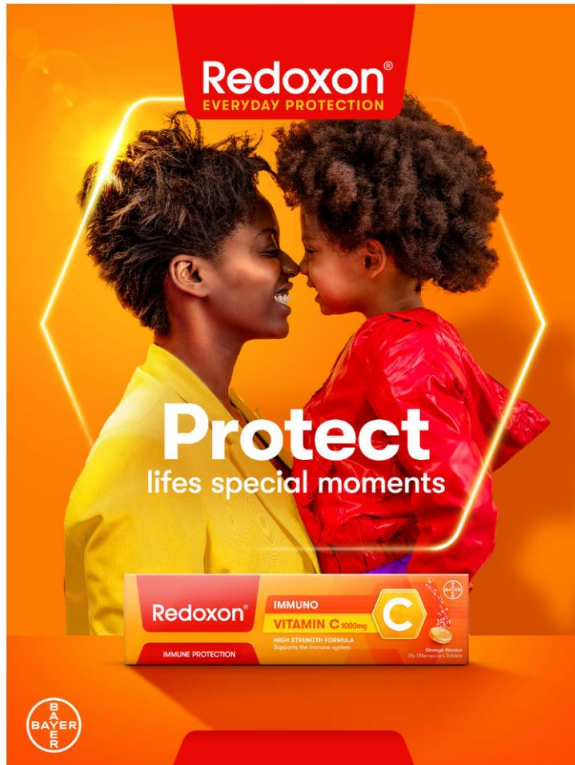
- Brand level communications.
Only within the Dynamic Grid.
- Pillar led communications.



Do not scale and crop so the person is too large within the frame.



Do not scale the person too small within the frame.



- Unifying Redoxon orange background colour.
- Horizon line and clothing items in variant colour

Brand Assets - Packaging

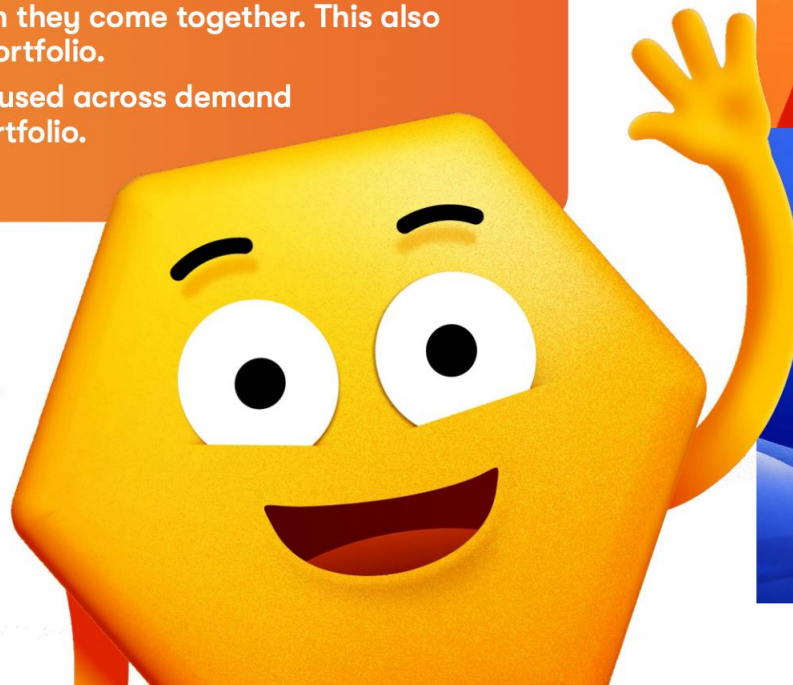


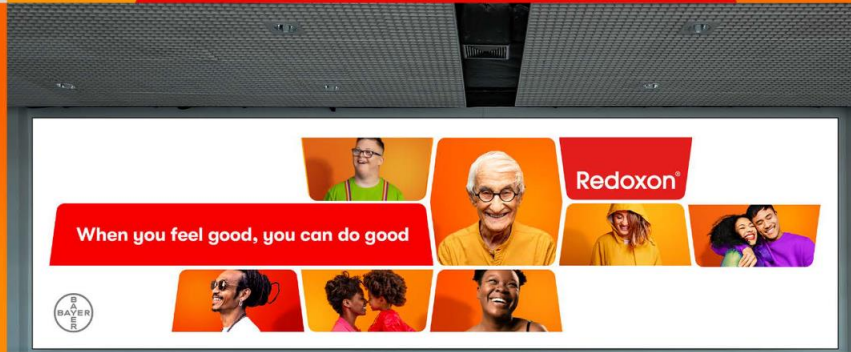
Hexi is a symbol of strength, protection and a friendly companion for children on their health journey. With an optimistic personality Hexi can become a health champion for young consumers.

Hexi's positive demeanour and upbeat attitude can instil a sense of confidence in kids, reminding them that they have the power to stay healthy and strong.

Hexi is derived from Redoxon's key brand asset of the Hexagon. We use the Hexagon across all brand touchpoints, it reinforces the science and strength of the brand, derived from nature the Hexagon represents strength when they come together. This also builds a clear link with the Adult portfolio.

Hexi is a flexible asset and can be used across demand spaces of our new Mega brand portfolio.





Redoxon[®]

03

**Brand
Science**



Evolving Our Science

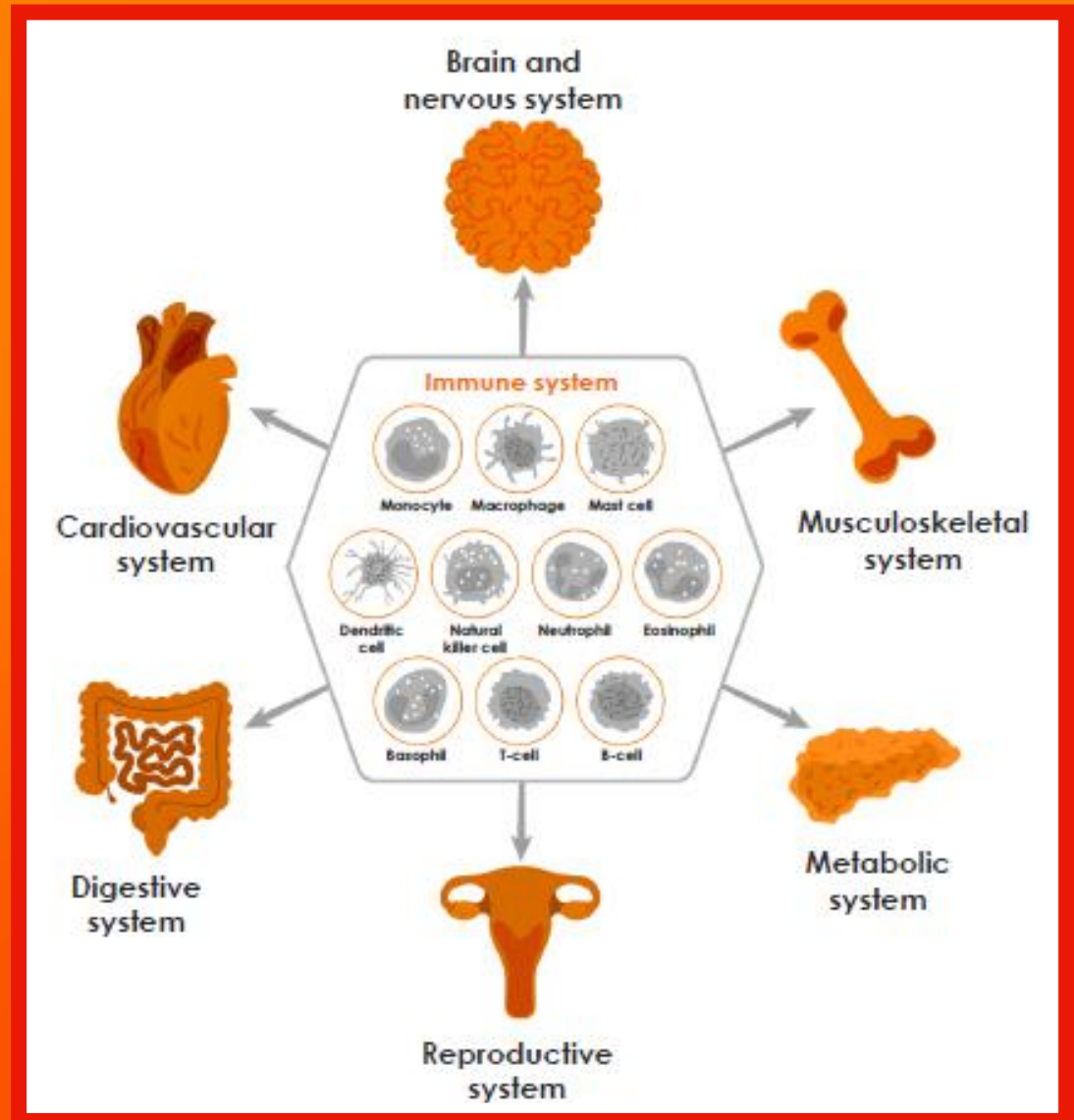
Redoxon®

For over 90 years, Redoxon has stood for trusted **immune support**, rooted in rigorous science and backed by generations of consumers and health care professionals over the world.

But immunity also affects everything else:

**It is the body's ultimate master system.
It is a powerful guardian protecting
every facet of your health.**

Our scientific mission has therefore evolved: Redoxon is committed to **protecting** every member of the family through daily support, scientifically developed to address their evolving, individual health needs.



Our Brand Science Principles

Redoxon®

1. Rooted in Leading Immunity Science

For over 90 years, Redoxon has led the way in immunity science, combining groundbreaking **clinical studies** with an **expertise trusted by consumers and HCP.**

Our formulations are scientifically proven to strengthen the body's natural defenses.

2. Elevating Towards Protection for Every Life Stage

Drawing on its immunity expertise, Redoxon identified a bigger need for consumers and is naturally **expanding to offering everyday health protection for every life stage.**

Redoxon's science evolves with you and our formulations are scientifically tailored to deliver the right support at the right time, from children's growth to healthy aging.

3. Powering Adaptive Science for Modern Life

Harnessing the power of essential micronutrients with precision, Redoxon offers solutions that protect your everyday health against life's **daily challenges.**

Our scientifically-designed formulas now target a **broader spectrum of daily needs**, going to healthy routine or functional ageing benefits.

1. Rooted in Leading Immunity Science

Redoxon®

For decades, Redoxon has led the way in immunity protection, combining groundbreaking clinical studies with trusted expertise. As pioneers in the space, Redoxon understands that the role of the immune system goes beyond fighting infection

We have an unrivaled understanding of immunity as the body's master system

A healthy immune system is essential for our overall well-being. Beyond its primary role in defending against pathogens, the immune system is integral to various interconnected processes that maintain body homeostasis and reduce the risk of chronic diseases as we age.

We are supported by rigorous clinical evidence



30+ Clinical trials & Meta-analysis on C and respiratory infections



85+ Clinical trials and Meta-analyses on C, D and Zn, individually, and respiratory infections, 2 RCTs on Redoxon formula (C+Zn), 3 RWE studies on Redoxon formula (C, D, Zn)



100+ Clinical trials and Meta-analyses on individual vitamins and minerals and infection, 3 RCTs on Redoxon Formula

We work with experts to empower HCP professionals and drive call-to-action

Twelve international experts came to a key consensus on the role of the immune system beyond infection and on how to educate the community about the role of supplementation to support immune function and maintain health.

Review Open access

BMJ Nutrition, Prevention & Health
Vital role for primary healthcare providers: urgent need to educate the community about daily nutritional self-care to support immune function and maintain health

Philip C Calder^{1,2}, Anna Bach-Faig,^{3,4} Teresa Bevacqua,⁵ Christopherson Gengyng Caballero Lopez,⁶ Zheng-Yu Chen,⁷ Daragh Connolly,⁸ Wan Lee Koay,⁹ Simin N Meydani,¹⁰ Ari-Sentug Pinar,¹¹ Durval Ribas-Filho,¹² Adeline Pierre¹³

How do we lead in the future?

- ✓ Reinforce our global credibility through our refreshed medical story to reach more people
- ✓ Strengthen claim substantiation to differentiate

2. Elevating towards Protection for Every Life Stage

Our heritage and understanding of Immunity provides a scientifically validated foundation that allows us to expand to Protection at every life stage. Optimal Protection depends on Nutritional status and health needs are specific to each age group.

At all stages of life, immune cells need to be fed with an adequate supply of energy sources, macronutrients and micronutrients.

From a child's first cold to the challenges of healthy aging, Redoxon understands that health needs change—but the need for protection stays constant. That's why Redoxon provides targeted micronutrient support tailored to life's everyday challenges.



Immune system still maturing, mostly passive

- Building immune 'memory' through pathogens & vaccines
- Immunity competes with growth for energy – resources are critical



Potential peak immune function, increased stressors

- Increase need for antioxidants
- Influenced by lifestyle choices, such as poor or special diets



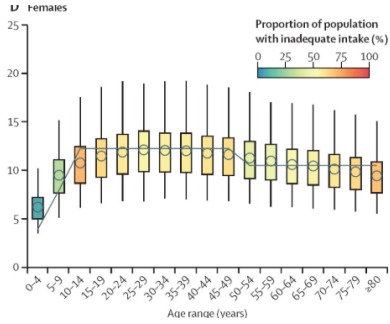
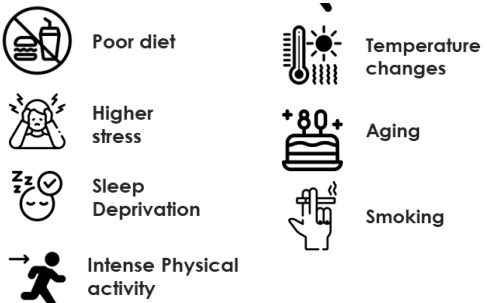
Immunosenescence: decline in immune function

- Responses to infection
- Increased susceptibility to illnesses

3. Powering Adaptive Science for Modern Life

Our unrivaled understanding of how health has evolved in the modern life coupled to our heritage in Immunity will allow us to cover a broader spectrum of health in the future.

Micronutrients deficiencies are common worldwide and **modern lifestyle** is making the role of nutrients even more crucial.



We have a unique take on the needs of this modern lifestyle thanks to our understanding of the central role of Immunity

Against Pathogens

Immunity swiftly detects and eliminates harmful invaders, reducing illness and keeping you performing at your best.

Daily Vitality

Immunity supports metabolic balance and energy production, allowing individuals to maintain vitality and well-being.

Functional Ageing Benefits

Immunity preserves bone strength, muscle function, heart and brain health, enabling resilience and independence with age.

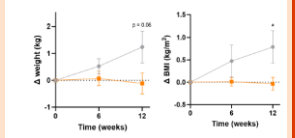
Fuel for Growth

Immunity drives healthy growth and cognitive development, laying the foundation for lifelong health.

How do we lead in the future?

- Invest in evidence generation
- Already emerging evidence in spaces like Metabolic Health!

Kiwi IIR Study



improved indices of metabolic health and weight stabilization

The Science Journey to Become the Guardian of Health

Step 1

Scoping/Scientific Review



Consolidate the medical and scientific background behind our ability to win in the newly defined spaces of our architecture.

Use that white paper to strengthen our leadership in immunity science.

Step 2

Assess Existing Evidence to Support our Right-to-win



Kiwi IIR Study



Step 3

Generate compelling evidence to strengthen our position in newly defined



Use those to establish ourselves as the leaders of the segment and develop the right innovation in those spaces.

Key Claims

Through our science-backed formulations and legacy, Redoxon already has strong available claims in both the Immunity space and beyond.

Immunity

- Strengthens the immune system.
- Activates all levels of immune defense for a complete protection.
- Clinically proven.
- Reduces the risk, duration and severity of respiratory tract infections.
- Supports all three layers of immune defenses.
- Restores resistance to infection.
- Reduces symptoms of outdoor pollution.
- Developed by experts.

Beyond

- **Healthy Routine:** Speeds up recovery.
- **Metabolism:** Contributes to the performance of immune system in diabetics.
- **Healthy Routine:** Supports general health.
- **Healthy Routine:** Contributes to the reduction of tiredness and fatigue.
- **Age Well:** Improves immune function in healthy elderly.
- **Age Well:** Protects against oxidative stress.

How do we lead in the future?

Develop and qualify new claims in line with our Protection anchor and the new spaces we're tapping into.

Product Principles

What's In

PROTECTION AND SCIENCE FIRST

- Products that deliver measurable protection from everyday threats (e.g., fewer sick days, faster recovery, sustained energy hours)
- Science-backed formulations with clinical evidence, HCP endorsement, and reliable quality standards.
- High-quality clinical evidence, derived from controlled studies with statistically robust and relevant endpoints, is essential for credibility and compelling scientific narratives. Essential when introducing novel benefit spaces or innovative formulations to effectively engage HCPs and consumers.
- Simple, credible kitchen logic: explanations consumers and pharmacists can grasp in one sentence.

DEPENDABILITY

- Dependable impact: quantifiable benefits such as % immune response improvement, 6–8 hours of energy or validated nutrient absorption.
- Protective reassurance: consumers feel shielded and in control of everyday health.
- Clean-label: no excess artificials or unnecessary excipients.

HERITAGE

- Built on 90+ years of vitamin C and immunity expertise.
- Products reinforce Redoxon as the Guardian of Everyday Health.
- Accessible in formats, price tiers, and usage spaces, while always premium in credibility.

What's Out

EQUITY DILUTION

- If a product doesn't deliver proven, everyday protection with a simple science story consumers and pharmacists believe and can explain, it doesn't belong in Redoxon.

SCOPE OVERSTRETCH

- Medical/treatment claims outside everyday health
- Spaces without a Redoxon right-to-win (e.g., beauty,).
- Any product format beyond nutritional supplementation.

INGREDIENT AND QUALITY RISKS

- Novel or trendy ingredients without a proven mechanism of action.
- Ingredients on the Material Stewardship List (MSL).
- Over-engineered formulations overloaded with artificials or unnecessary additives

Redoxon®

04

**Brand
Sustainability**



Our Sustainability Strategy

Redoxon®

We want Redoxon to become the guardian of health
for everyday, for everyone.

The sustainability areas we chose to champion is naturally in line with this purpose. Environmental aspects will feature as our defend areas, meaning topics we must work on and mitigate for defensibility and for the sake of our planet.

CHAMPION AREAS

- Promote small, daily habits of protection to enable people to stay on top of life.
- Protect the ones that protect us

DEFEND AREAS

- Sustainable Packaging
- Clean Label
- Reducing Carbon

Champion Areas

Redoxon®

**Promote small,
daily habits of
Protection**

**Protecting
those who
protect us**

We champion daily, accessible protection as a fundamental part of everyday life, making people remember how important they are and enabling them — from school runs and workplace demands to caring for loved ones.

As a long-standing guardian of health, Redoxon believes that **simple, consistent habits can help protect you against everyday threats.** That's why we actively promote it through awareness and education backed by science and making parts of our portfolio accessible, supporting families in building daily routines focused on protection.

We also recognize that there are people we need to celebrate even more — **those who protect us every day**, such as teachers and healthcare professionals. We are committed to protecting these vital pillars of our communities, honoring their dedication by supporting their health and courage.

Ultimately, we are committed to making protection accessible to all, including in communities where support is most needed.

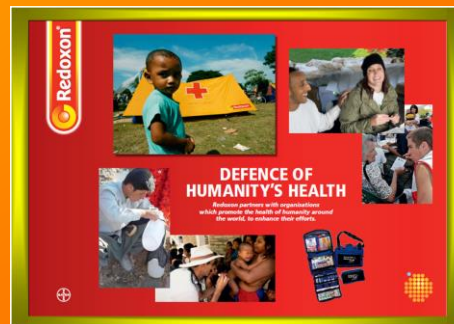
Champion Areas

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We are no stranger in playing our part to make the world a better place and sustainability has always been part of the Redoxon's DNA.

Build Awareness & Education around Protection

Foster **mindset & behavior change** towards protection by building **awareness and education** with commercial initiatives and KOL endorsement. We will help communities understand the importance of prevention and know what is available to empower them to self-care. We will do this backed by a science-based narrative and including in LMIC that tend to struggle more with health literacy.



Accessible Protection Solutions

Daily Protection education and awareness only works if paired with **the appropriate product solutions**.

We will keep evolving the portfolio to more protection broader (for **everyday**) and accessible (for **everyone**), with solutions that are available for LMIC, assessing the **right go-to-market** and the **right pricing**.

Protect the Ones that Protect us

Redoxon has also been a **long-standing partner of those who protect us**, from school teachers shaping future generations to health care professionals during tough time like the COVID pandemic. We honor their dedication, both by **supporting their own health** and by **giving them access to resources** (education and solution), also leveraging existing programs (e.g. Bayer NGI) to expand our reach.

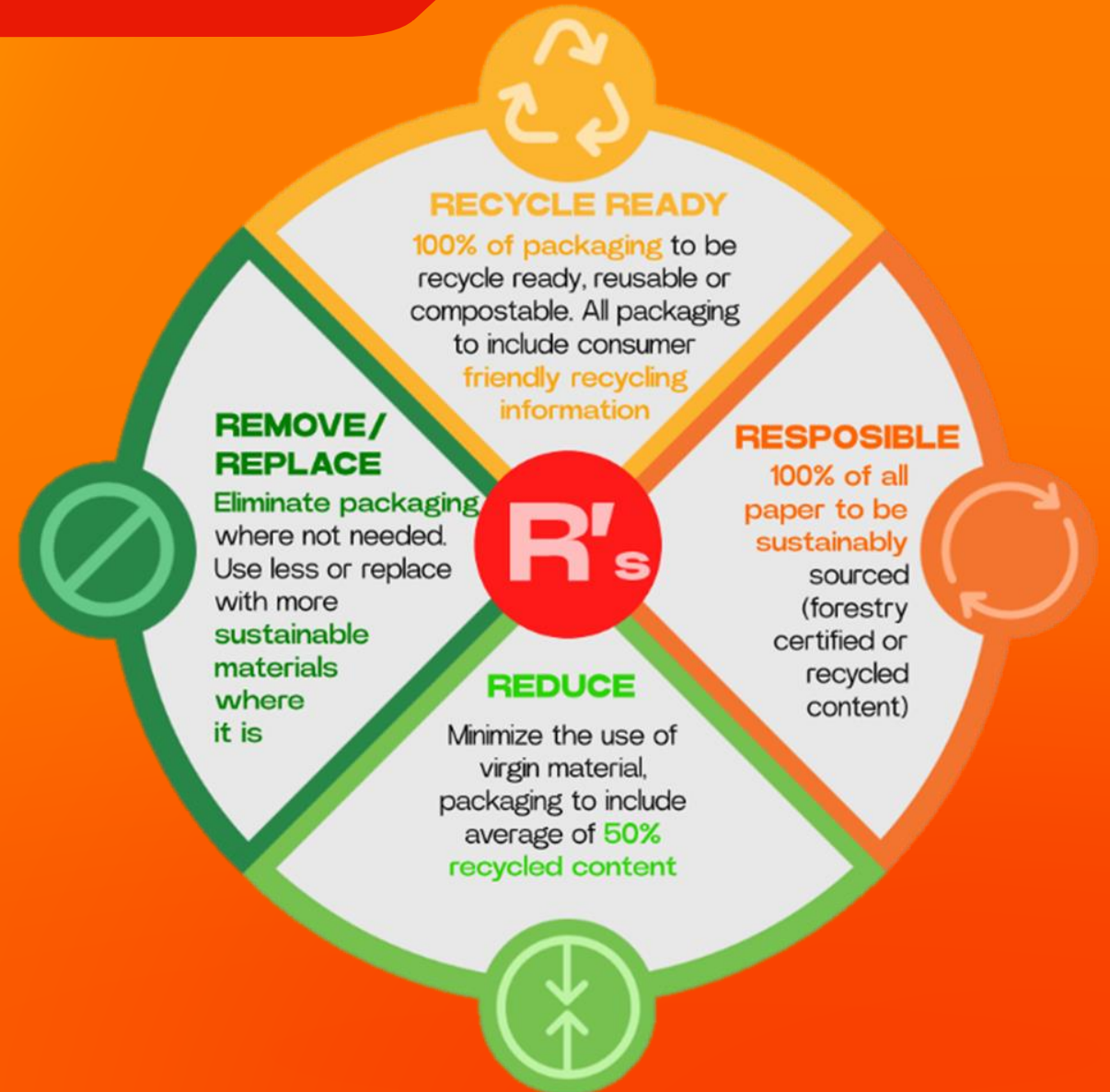
Defend Areas

Given Redoxon's diverse packaging - plastic and aluminum tubes, blisters, and bottles – it is essential to evolve materials, address inefficiencies/excess, and boost recyclability.

In line with BCH packaging sustainability strategy, Redoxon is on a path **to evolve in recyclability** to:

1. **Reduce plastic usage** in tubes
2. **Reduce paper material**
3. **Increase overall blister recyclability**

Redoxon aspires to make our packaging commitments more transparent in our communications, actively involving both customers and consumers.



The image shows the packaging for Redoxon A-Z Multivitaminic. The box is white with a red top and bottom. It features the Redoxon logo and the text 'A-Z MULTI VITAMÍNICO', 'TODO DIA SUPLEMENTO ALIMENTAR EM ZERO AÇÚCARES COMPRIMIDOS REVESTIDOS'. The packaging also lists benefits: 'Metabolismo energético', 'Neuro-muscular', 'Auxilia na visão', 'Funcionamento muscular', 'Fonte de cálcio', and 'Sistema Imune'. A Bayer logo is visible. The text 'ADULTO' and 'CONTÉM 30 comprimidos revestidos' is also present. Surrounding the box are callouts for various nutrients: FERRO, CÁLCIO, ZINCO, B6, C, and B12. Below the box, there is a large red and white text block: '+ DE 20 VITAMINAS E MINERAIS FÓRMULA COMPLETA PARA AS SUAS NECESSIDADES DIÁRIAS*'. At the bottom left, there is a question: 'Redoxon® A-Z Multivitaminico contém conservantes em sua composição?' followed by a minus sign. At the bottom right, there is a small disclaimer: '*necessidades relacionadas ao consumo de vitaminas e minerais por adultos. CH-20250129-86'.

+ DE 20 VITAMINAS E MINERAIS
FÓRMULA COMPLETA PARA AS SUAS NECESSIDADES DIÁRIAS*

Redoxon® A-Z Multivitaminico contém conservantes em sua composição? -

*necessidades relacionadas ao consumo de vitaminas e minerais por adultos. CH-20250129-86

Não, Redoxon® A-Z Multivitaminico não possui conservantes em sua composição.

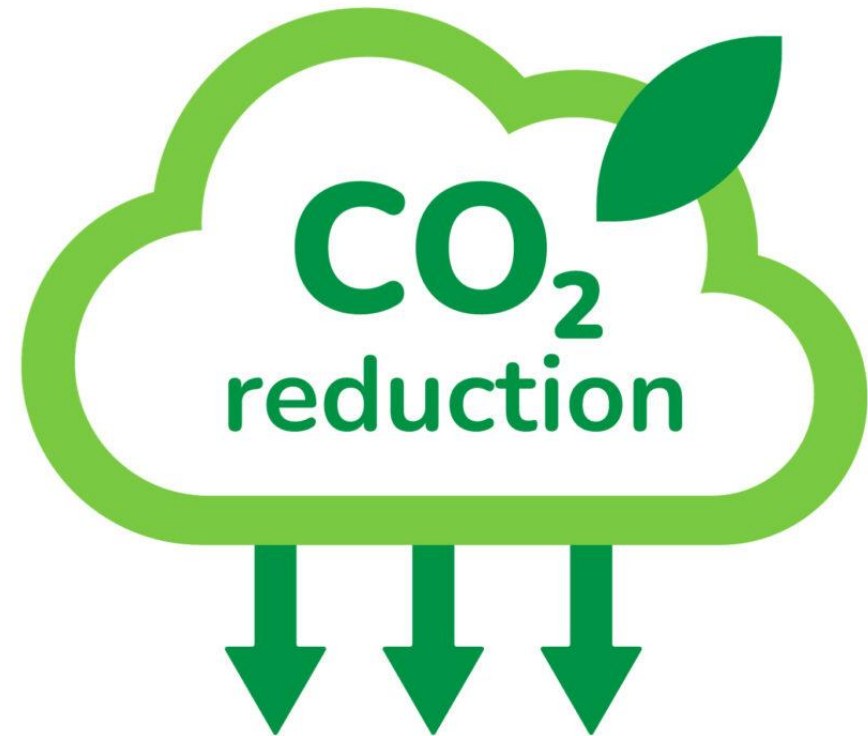
As a leading nutritional brand, it is crucial for Redoxon to **ensure that our portfolio adhere to clean label standards** and addressing any potential concerns related to hidden additives and artificial ingredients (e.g. aspartame).

To address these concerns, Redoxon is committed to formulating products that are **free from unnecessary excipients**, both in our existing and future formulations, by:

- 1. Ensuring Ingredient Transparency for Consumers:** Conduct a comprehensive formulation assessment of the entire supply chain, addressing potential usage of additives, colorants and areas of improvement.
- 2. Standardizing Process:** Work closely with our Product Development team to create a consistent plan for future product formulations in new nutritional area, ensuring the 'free from' philosophy is integrated.

Over the years, there has been a growing awareness of the pressing need to decrease CO2 emissions due to their significant role in contributing to climate change. It is imperative for **Redoxon to establish itself as a responsible and environmentally conscious brand**, safeguarding the brand's reputation from potential criticism related to CO2 emissions and air pollutants throughout its value chain.

To align to Bayer's CO2 strategy and enhance our environmental footprint, we will ensure a reduction in line with BCH Scope 3 2030, starting by a comprehensive assessment of greenhouse gas emissions throughout the entire supply chain (taking into account the complexity of Redoxon's decentralized supply chain involving contract manufacturers).



Redoxon®

05

**Brand
Growth
Strategy**



CATEGORY

Nutritional Health is a huge and attractive category.

- **Sizeable:** VMS + Sleep Aids combined is the biggest CHC Category - €126 Billion – 41% of Total CHC Market, with a 5% projected CAGR for the next 5 years.
- **Highly Competitive:** the category holds a vast variety of competitors: from large players to small brands (low barriers to entry), from pure consumer health players to FMCG and from generalist brands to specialist ones. It translates into a high freshness index at 23% (+7pts vs. total CH).
- **Evolving Trends:** in the last decade, and particularly post COVID, the category has seen a significant evolution with more engaged and knowledgeable consumers, shifting demographics (ageing population, informed health-conscious millennials) and more preventive health (from 'lifespan' to 'healthspan').

CHALLENGE & AMBITION

Within Nutritional Health, Immunity is a big demand space but Redoxon has limited room for growth within it and needs new sources for growth.

Redoxon is trusted for its immunity solutions and has become a household brand through time, reaching market share saturation in many of our top markets. By elevating our Immunity definition to Protection and using it as an anchor across, we are expanding our right-to-win to more strategic demand spaces, bringing our size of prize opportunity from €4.7B to €11B.

AMBITION

Evolve from an immunity expert to **The Guardian Of Health**, protecting you the daily health challenges of modern life

STRATEGIC TERRITORIES OF CHOICE

Demand Spaces: Immunity, Healthy Routine, Age Well, Kids.

Geographic Presence: LATAM, APAC, EMEA.

Growth Audience: **The Everyday Protection Seekers**, caring about their health because they know even the small everyday issues can get in the way of them being at 100%.

BRAND DEVELOPMENT MODEL

STEP 1: BUILD BASE

Strengthen our base with Immunity (Adults + Kids) and use it as equity credentials by elevating it to Protection

STEP 2: BUILD BREADTH

Unlock new usage occasions by entering close adjacent segments with our Protection anchor (Energy/Healthy Routine and Ingredient-based)

STEP 3: BUILD DEPTH

Expand brand usage and future-proof the brand by addressing new segments under our Protection anchor (Age Well)

GLOBAL STRATEGIC PRIORITIES

1. BUILD A LOVED BRAND ANCHORED IN PROTECTION

- **Elevate our positioning from immunity to Protection** to enable the brand expansion with a tight common anchor.
- **Build our 'Protecting Guardian of Health' equity** to strengthen differentiation and connection by bringing to life our new communication platform and brand world with excellence.
- **Secure a healthy core with immunity protection**, that will be used as our credibility and awareness window as we expand, through the right in-market support and cogs optimization programs.

2. STRENGTHEN SUPERIORITY THROUGH PROTECTION

- **Develop a credentialing strategy** that redefines the narrative of protection and makes it ownable for the brand.
- **Reinforce our efficacy perception in direct-to-consumers communication:** defending our superior value equation via bolder claims, commercial innovations, formats and pricing.
- **Own the protection narrative with HCPs:** (Pharmacists and GPs) via best-in-class science storytelling for everyday needs and vulnerable groups (elder, kids).

3. EXPAND OUR PROTECTION STRONGHOLD INTO NEW STRATEGIC TERRITORIES

- **Further establish our Protection leadership in Immunity** via the right innovation plan on base and by fixing the Kids business through support and innovation model.
- **Increase our presence by expanding within the defined frames of our brand architecture**, building our guardian of health equity in validated demand spaces based on trusted science.
- **Future-proof the brand** with new spaces in which the brand has a solid right-to-win with its protection anchor (e.g. metabolic health).

4. EXECUTE PROTECTION HOLISTICALLY AT EVERY TOUCHPOINT. IN EVERY MARKET

- **Win across all key daily protection occasions:** providing the right offering (format, price tiers, pack count), distribution, claims, promotions and visibility
- **Crack a viable support model** by driving hero/halo thanks to our protection anchor and working across demand spaces and adults/kids
- **Develop flexible plans anchored in protection** to accommodate to the different market landscapes (market share, demand spaces development, channel landscape, income groups) and **Execute with excellence and consistency** throughout the funnel with modular toolkits

Audience Strategy

The Everyday Protection Seekers

They are conscious about their health because they know even the small everyday challenges can get in the way of them being at 100%. They want to feel protected, without constantly worrying about their health. They seek simple, effective, and proactive solutions.

Growth Audience

Sub-segments

The Kid Growth Protection Seeker

Protection of the growth and immunity of their kids so that they grow unstoppable.

The Immunity Protection Seeker

Protection of their immunity all year round including pre, during and post sickness.

The Vitality Protection Seeker

Protection of their vitality/energy levels so that they can keep up with their day-to-day activities.

The Ageing Protection Seeker

Protection of their vitality and mobility as they grow older, so that they can age on their own terms.

What they're looking for



Opportunity

Strengthen loyalty and increase year-long usage.

Increase brand penetration by encouraging new usage occasions.

Addressable Audiences & Moments

Parents of Young Children (35%)

Health Conscious (30%)

Mature Health Conscious (18%)

Parents of Young Children (35%)

Age Empowerment champions (15%)

Travelers (37%)

Flu season

Back to school

Brand Development Model

PATH

OBJECTIVE

PORTFOLIO EXPANSION

KPIs

STEP 1

**BUILD
BASE**

Strengthen our base and use it as equity credentials by elevating it to Protection

IMMUNITY

(Adults + Kids)

Brand Power
SoM
Format and tier presence
P&I sufficiency

STEP 2

**BUILD
BREADTH**

Unlock new usage occasions and new consumer groups by entering adjacent segments with our Protection anchor

**HEALTHY
ROUTINE**

AGE WELL

Awareness
Penetration
Weighted distribution

STEP 3

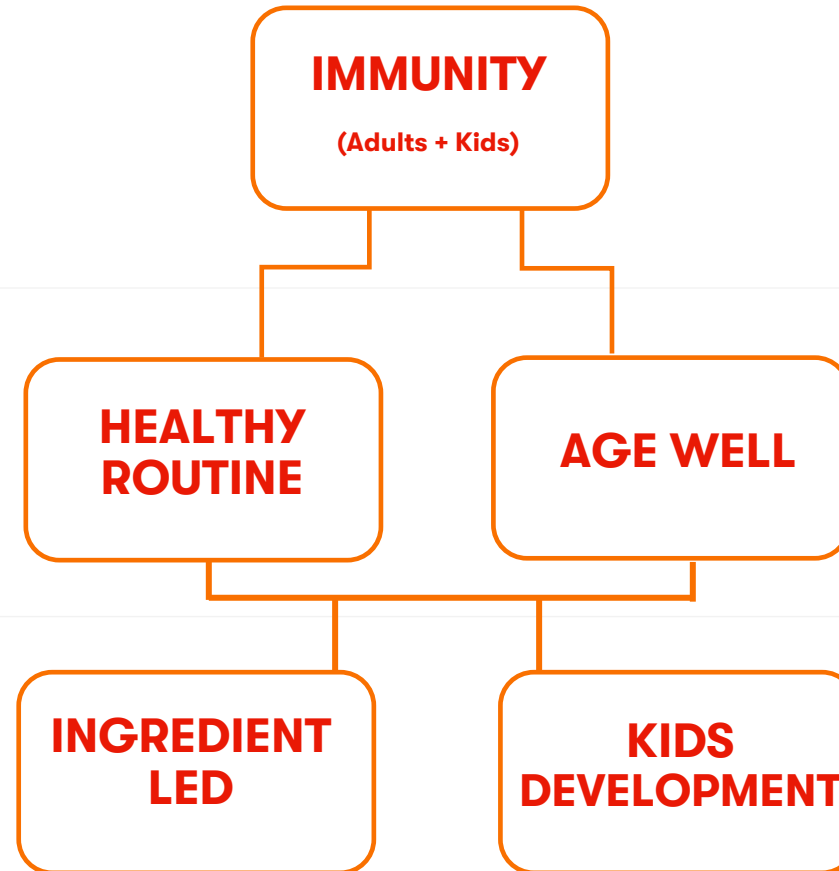
**BUILD
DEPTH**

Deepen our presence with specialized solutions under our Protection anchor

**INGREDIENT
LED**

**KIDS
DEVELOPMENT**

Awareness
Penetration
Weighted distribution



Where NOT to Play

1. Outside of Nutritional Health

Our products should deliver protective benefits via formats that deliver nutritional value.

What it means: as an illustration, an immunity lozenge with nutritional benefits is **IN** scope, an allergy & immune spray is **OUT** of scope.

2. Conditions Bigger than Everyday Health Threats

Our products should address the 'everyday' type of health issues.

What it means: medical conditions are **OUT** of scope.

3. Popular nutritional spaces that don't fit the brand

Our products should only target nutritional needs that fit under the protection promise for which we have a credible right-to-win

What it means: as an illustration, beauty is **OUT** of scope.



Strategic Priorities

Redoxon®

BUILD A LOVED BRAND ANCHORED IN PROTECTION

- Elevate our positioning from **immunity to Protection** to enable the brand expansion with a tight common anchor.
- Build our 'Protecting Guardian of Health' equity to strengthen differentiation and connection by bringing to life our new communication platform and brand world with excellence.
- Secure a healthy core with **immunity protection**, that will be used as our credibility and awareness window as we expand, through the right in-market support and cogs optimization programs.

STRENGTHEN SUPERIORITY THROUGH PROTECTION

- Develop a **credentialing strategy** that redefines the narrative of protection and makes it ownable for the brand.
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EXPAND OUR PROTECTION STRONGHOLD INTO NEW STRATEGIC TERRITORIES

- Further establish our **Protection leadership in Immunity** via the right innovation plan on base and by fixing the Kids business through support and innovation model.
- Increase our presence by **expanding within the defined frames of our brand architecture**, building our guardian of health equity in validated demand spaces based on trusted science.
- **Future-proof the brand** with new spaces in which the brand has a solid right-to-win with its protection anchor (e.g. metabolic health).

EXECUTE PROTECTION HOLISTICALLY AT EVERY TOUCHPOINT. IN EVERY MARKET

- Win across all key **daily protection occasions**: providing the right offering (format, price tiers, pack count), distribution, claims, promotions and visibility
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Redoxon[®]

06

**Brand
Architecture**



Strategic Considerations

Redoxon®

Expanding Our Brand

We are rooted in our protection equity and are now expanding it to fit the needs of the modern life.

Tight Architecture

Our architecture is cohesive, and every space is strategically anchored in Protection, avoiding fragmentation amongst the different demand spaces to allow for a viable support model.

Specific Consumer Groups

We are a brand of protection for the whole family, and offer specific solutions that target the differentiated consumer needs for kids, adults and seniors.

Right-to-Win

We strategically choose the jobs-to-be-done where we have a strong right-to-win, based on the combination of brand equity, consumer need and medical truth.

Brand Essence: The Guardian of Health

Brand Promise	Supports your body's ability to protect, across life stages			
Need State	Protect my kids as they grow strong	Protect me from sickness	Protect my everyday vitality	Protect me for the future
Demand Spaces	Kids Immunity	Immunity	Healthy Routine	Age Well
	Kids Development	Ingredient-based		
Functional Benefit	Kid-friendly protection of developing immune systems and cognitive development.	Immune system protection against daily stressors.	Essential nutrients protection to support vitality levels.	Vitality and mobility protection as you age.
Emotional Benefit	Reassured my kids are growing unstoppable.	Safe when I need it most.	Ready to master every moment of my day.	Empowered to age on my terms.
Sub Brand	Redoxon Kids Protection Redoxitos Protection	Redoxon Immune Protection	Redoxon Daily Protection	Redoxon Age Protection
Naming Principles	Redoxon + Sub-Segment + Protection (e.g. Redoxon Daily Protection) + Benefit (e.g. immunity boost) + Format (e.g. effervescent)			
Role in Portfolio	Build the core, strengthening our leadership in 'total family' care	Build the core by strengthening leadership and using it as an equity and awareness window	Build breadth to increase usage and expand our 'guardian of health' equity	Build depth to trade in new users and expand our 'guardian of health' equity

Future opportunities

Current demand spaces

Brand Essence: The Guardian of Health

Brand Promise	Supports your body's ability to protect, across life stages			
Need State	Protect my kids as they grow strong	Protect me from sickness	Protect my everyday vitality	Protect me for the future
Demand Spaces	Kids Immunity	Immunity	Healthy Routine	Age Well
	Kids Development	Ingredient-based		
JTBD	<ul style="list-style-type: none"> Protects my child's immunity. Protects the growth and physical and mental development of my child. 	<ul style="list-style-type: none"> Protects my immunity when sick. Protects my immunity all year round. 	<ul style="list-style-type: none"> Protects my overall health. Protects to help recovery from sickness. 	<ul style="list-style-type: none"> Protects long-term health. Protects from age-related conditions (metabolic health / cardiovascular health / mobility / brain health)

Future opportunities

Current demand spaces

Pricing Strategy

Redoxon®

Positioning

We are category leaders, and our premium positioning is driven by

- Brand credibility & heritage.
- Science-backed solutions anchored in protection.
- Products for the whole family.

We play to win in the chosen demand space / price tier intersection by using a 3-level external and internal approach:

1. **Brand level:** assessing our **Brand Premiumness** vs. key selected strategic competitor
2. **Demand space level:** applying our right-to-price model
3. **SKU level:** performing competitive benchmarking at a proposition and pack size level, considering our point of differences

Architecture

Demand Spaces:

We selected 4 need states that lead into 6 strategically chosen demand spaces:

- Immunity is our anchor Demand Space.
- Follow market development model to price other demand spaces.
- Reflect each demand space market dynamics (relative premium vs. others).

Price Tiers:

We serve consumers across all price tiers (including value in the relevant markets) and drive trade-up via tiering (Mainstream, Premium)

Formats:

Our anchor format is EFT (price index 100) but we play across all main formats (FCT – index 90) and Gummies – index 110), and future-proof the brand by assessing new ones (e.g. lozenges, chewables) that can bring higher margins

Assortment

Assortment:

Ensure minimal strategic assortment in place in Immunity (vitamin C, 3A, ImmunoComplete) before expanding to additional demand spaces.

Incentive Curve:

We use different pack counts to answer different need state and shopper mission, and reward loyalty with higher incentives.

	Trial / Entry	Anchor	Stock-up				
Size Factor	<0.5x	1x	1.5x	2x	2.5x	3x	>4x
Pack Size	1,2 ct	10ct	15ct	20ct	25ct	30ct	>40ct
Index	>120	100	95	90	85	80	75

Channel & Promotion

Channel:

We tailor the PPA by channel to address specific **shopping occasions**, **secure incremental distribution** & visibility and **resolve cross channel pricing conflicts**.

Promo:

- We balance our promotion strategy based on our overall ambition of growth, the specificities of the demand spaces and the competitive level.
- To drive trial, we use 1ct sampling and our 10-15ct.
- To drive loyalty, we use our bundles and connect them with the key relevant moments for our demand spaces (e.g. 'back to school' for immunity).

Thank **YOU!**

For details or questions, please reach out to:

Marie Mongeot – Global Brand Leader Redoxon

Sinan Yuksel – Global Director Nutritional

