

Canesten®

「BRAND GROWTH STRATEGY」



BRAND GROWTH STRATEGY IN 1 PAGE

Our Brand Growth Strategy is comprised of 4 key elements:

1 Strategic Brand Ambition
FROM where the brand stands today TO where it wants to get to in the future.

2 Brand Development Model
defining how to successfully expand the brand across territories over time.

3 Strategic Territories of Choice
defining sources of growth where the brand will focus on to reach its ambition.

4 Global Strategic Priorities
defining the focus pillars for the brand that connect to our local Jobs To Be Done.

MEGABRAND AMBITION

Evolve FROM an infections leader TO a holistic women's intimate health expert that supports women throughout life as their trusted partner of choice for any intimate need.

WHERE TO PLAY

Growth Audience: Intimate Health Novices – no matter if a 1st time intimate infections sufferer or starting to experience perimenopause, they are distressed by irregularities in their intimate health and in search of effective solutions but hindered by shame and lack of information in an overwhelming and confusing category.

Demand Spaces: Infections (ie. VYI, BV, UTI) | Discomfort (ie. Dryness, Irritation) | Care & Hygiene (ie. Probiotics, Washes) | Menopause | Menstrual & Hormonal Health (Future)

DEVELOPMENT MODEL

STEP 1 BUILD BASE
Establish base penetration and efficacy credentials

STEP 2 INCREASE PRESENCE
Unlock new intimate health occasions

STEP 3 EXPAND CATEGORY
Disrupt broader WIH territories across new life stages

STRATEGIC PRIORITIES

| Nurture Brand Power | Strengthen Brand Core | Expand Brand Role | Grow New & Emerging Geos |
|---|---|---|--|
| <p>Masterbrand Creative Platform creation with idea and tone of voice supporting our new ambition.</p> <p>Vagina Academy purpose and impact platform evolution to serve broader audiences through life with tailored TOV, channels and content, bringing our sustainability strategy to life.</p> <p>Visual Brand Language refresh, unifying touchpoints and modernizing to engage new audiences, while retaining scientific expertise.</p> <p>Digital Vcosystem evolution, integrating new partners and solutions along the CSJ.</p> | <p>Infections Core Defense Tactics development incl. refreshed claims, tailored comms across audiences, and best-in-class commercial activation practices.</p> <p>Infections Pipeline Novelty unlock to future-proof our core infections businesses long-term, incl. evolved product experience, evolved packaging, novelty ingredients, and extended services and digital offerings to justify premium RSP and brand preference.</p> <p>HCP Engagement Program experimenting with new tactics such as media planning and endorsement for increased recommendations.</p> | <p>Intimate Discomfort innovation and rollout to offer women a broader portfolio complementing the infections core.</p> <p>Proactive Care & Hygiene innovation and rollout to establish the brand as intimate health expert with more frequent presence.</p> <p>Menopause entry to serve women in a must-win new life stage with tailored products and services.</p> <p>Menstrual & Hormonal Health exploration to future-proof overall business by establishing presence in strategic segments where a true intimate health expert cannot be missed.</p> | <p>Expand our reach in LATAM and APAC, where the brand is underleveraged, via fit-for-purpose propositions (ie. climatic zone x probiotics, cultural nuances, etc), to serve more women globally.</p> <p>Enter white space geos to unlock further brand growth in high WIH attractiveness and ability to win hubs.</p> |

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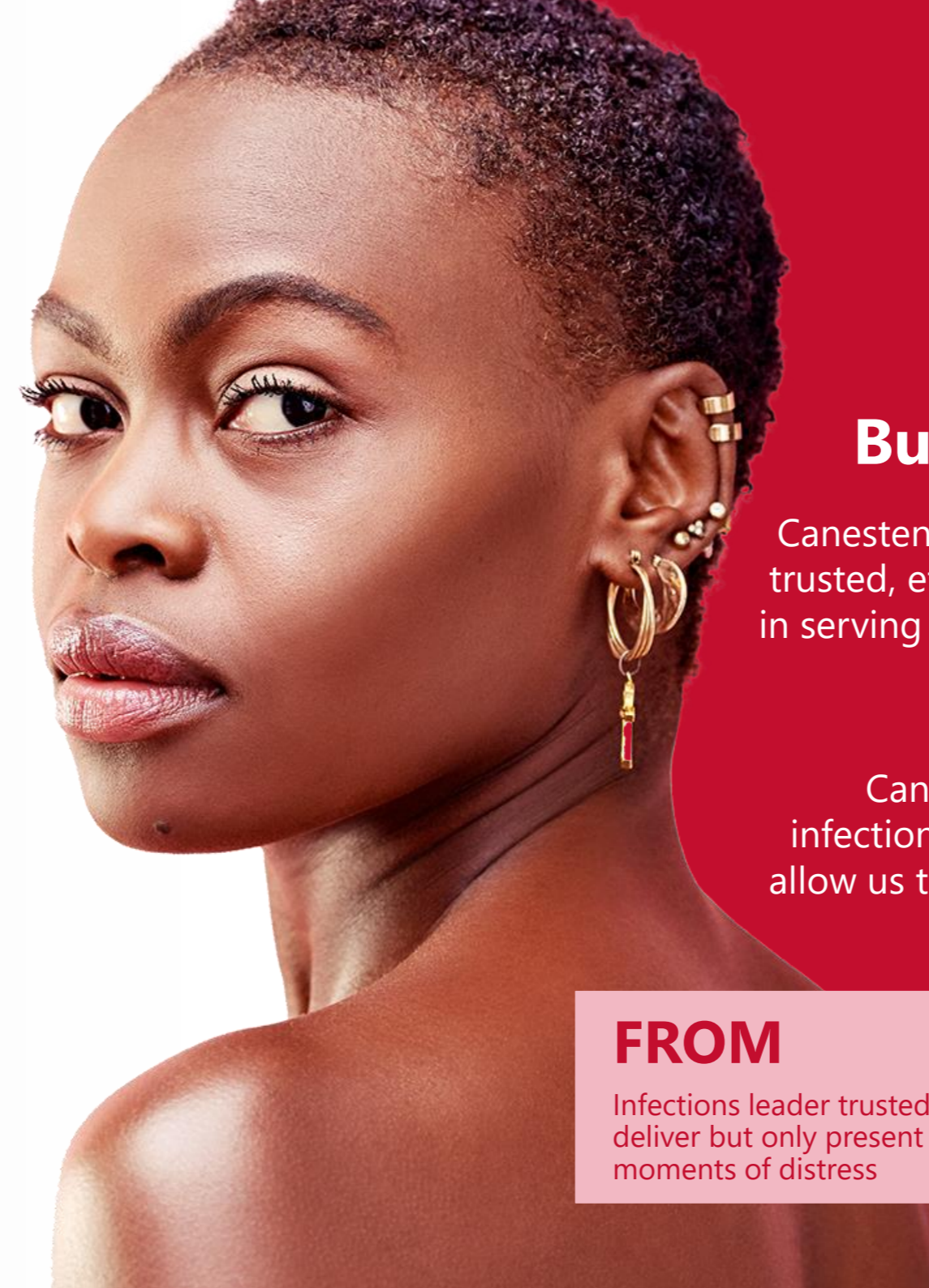
STRATEGIC CONTEXT AT A GLANCE

OUR CATEGORY

Our category is one **marked by extreme fragmentation** – while several players compete in different demand spaces, none owns the entire women's health journey holistically through life at scale.

With many topics still **fueled by shame and taboos**, women aren't always able to openly talk about their intimate health nor find the right solutions and information for their needs.

In this sea of brands and products, many voices emerge, and not always with the right information and recommendations. Women are left to face extreme **overwhelm and confusion with myths and misinformation.**



BRAND AMBITION

In this context, Canesten is the **#1 leader in VVI** as our core business globally, holding amazing equity power.

But we have potential to achieve more!

Canesten is rooted in science, seen by consumers, customers, and HCPs as trusted, efficacious, and credible. They have **granted us license to expand** in serving more women's needs. This is key for sustained long-term growth, as our interactions with women in VVI today happen punctually, only a few times in life.

Canesten's strategy was therefore designed to strengthen the vaginal infections core while also accelerating growth in selected adjacencies that allow us to serve more women through life, **from puberty to menopause.**

FROM

Infections leader trusted to efficiently deliver but only present in punctual moments of distress

TO

Holistic women's intimate health expert supporting them through life as a trusted partner for any intimate need

Where To Play Segments

To grow as a holistic women's health expert, Canesten has defined **Where To Play** priorities:

Intimate Infections



Vaginal Yeast Infections
Bacterial Vaginosis
Urinary Tract Infections

Intimate Discomfort



Vaginal Irritation
Vaginal Dryness

Intimate Care & Hygiene



Vaginal Probiotics
Intimate Washes

Menopause Support



Vaginal Dryness,
Hot Flashes,
Sleep Disturbances,
Brain Fog, Mood,
Libido, Bladder Health

Choice of strategic territories was done following a set of

Where NOT To Play Principles

that ensure brand fit and ability to win:

Canesten does NOT play in unsubstantiated fields

Jumping into trends that **lack scientific substantiation** can hurt our expertise and efficacy equity perceptions with both consumers and HCPs.



Canesten does NOT play in fields that feed stereotypes

Reinforcing **unhealthy societal expectations** (ie. vaginal rejuvenation surgery, perfuming, weight loss) can hurt our role of taboo breaker and partner.



Canesten does NOT play in mass market commodity fields

Mass offerings (ie. sanitary pads, laundry) are not only unfit to Bayer's business model but further **away from health benefits** territory.



Where To Play Audiences

Having defined the strategic territories where Canesten will focus to drive growth, the brand has also defined the **Growth Audience** that it must engage to deliver on its brand ambition.

Focusing on this priority growth audience who shares **common traits, behaviors and needs** allows Canesten to drive penetration and strengthen its category relevance with women.

Growth Audience

The Intimate Health Novices

These women, regardless of age (18-64y), share a common trait – they are uninformed, uncertain or distressed by irregularities in their intimate health, be it experiencing new symptoms or entering new life stages. But shame, fear of judgment and lack of information hold them back from finding effective solutions to treat infections, relieve discomforts and proactively care for their intimate health.

What Binds Them Together The Deep Human Insight

Entering puberty. Experiencing an infection. Trying to figure out your intimate care routine. Becoming sexually active. Stepping into motherhood. Entering the menopause...

Women's health journeys through life are filled with complex and filled with **challenging moments as they step into new phases or new situations that raise so many questions...**

"What is happening with my body? Is this normal? What should I do about it?"

The truth is that women's knowledge baseline is continuously reset with each new life stage or symptom, leading to an ongoing state of **uncertainty and unpreparedness**. In a category filled with **confusing, conflicting, and unreliable info, and a society that still sees many women's health topics as taboo**, women are left self-guessing, feeling lack of confidence and a general sense of overwhelm as they struggle to find the right solutions.



Where To Play Audiences

Zooming Into Details Growth Audience Sub-Segments



The Early Explorers (Treaters)

Women across ages navigating their first experiences with intimate infections or discomfort. **They are eagerly seeking solutions, but overwhelmed and confused** due to misinformation and lack of knowledge about what is "normal", how to diagnose it (*Is this VVI? Or an STI? Lack of hygiene? Is it my fault?*) and which sources and products to trust.

The Hidden Sufferers (Non-Treaters)

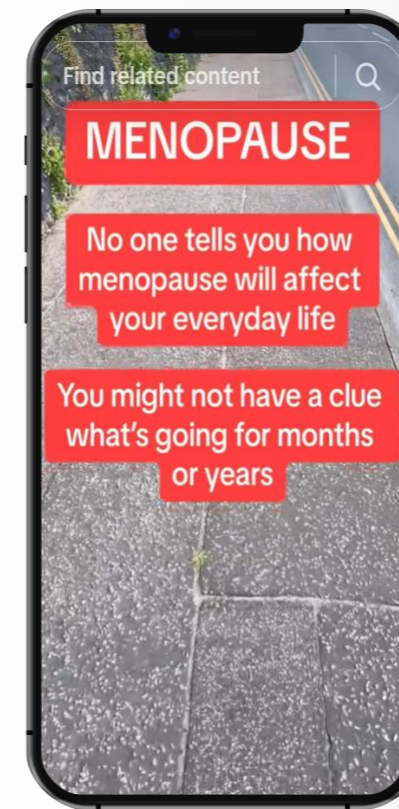
Women across ages navigating their first experiences with intimate infections or discomfort. They are **reluctant to seek help** due to strongly restrictive cultures, societal norms or even traditional family dynamics that limit their access to education and solutions and fuel shame and stigma around intimate conditions, which leads to them often not treating and suffering in silence, **held back from entering the category.**

The Balance Seekers

Women across ages juggling busy lives and fluctuating intimate health – be it driven by periods, contraception, hormonal changes, pregnancy, or simply lifestyle. Having gone through episodes of infection or discomfort before has made them **more open to proactively caring** to prevent issues from reoccurring, **but they are held back by confusion and misinformation** on the right products and the optimal intimate care routines for them.

The "Something's Off" Matures

Women (avg +40yo) starting to struggle with bothersome menopause symptoms such as vaginal dryness, brain fog, fatigue, etc beyond hot flushes. They **want to act but lack awareness and knowledge to connect the dots** between symptoms and take early targeted action to relieve discomfort with menopause-specific solutions, feeling anxious, confused, frustrated and uncertain about what they are experiencing.



Within our total Intimate Health Novices growth audience, subsegments are outlined to support IMC creatives and topline media strategy, serving as foundation for our **Addressable Audiences** and **Addressable Occasions**, which are specific media audiences and usage situations for targeting and personalized engagement across digital and biddable channels, defining demographics, traits, behaviors, preferences and interests with targetable cues.

Please reach out to Canesten Megabrand for a detailed deep-dive on Addressable Audiences & Occasions:

- Puberty** (14-17 yrs)
- Early Adulthood & Sexual Debut** (18-24 yrs)
- Prime Adulthood & Family** (25-40 yrs)
- Perimenopause** (35-50 yrs)
- Menopause & Healthy Ageing** (50-64 yrs)
- Summer Season** (Addressable Occasion)
- Festive Season** (Addressable Occasion)
- Travel Season** (Addressable Occasion)

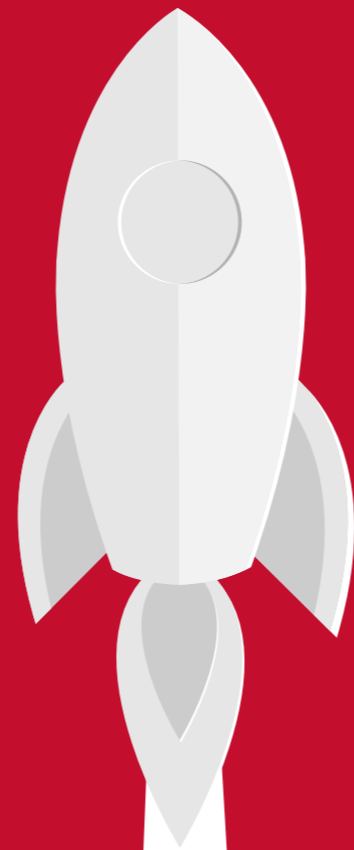


Development Model

Defining Where To Play Segments & Audiences is just the first step in a successful growth strategy – understanding **how to expand the brand** across different demand spaces and build a healthy portfolio is equally key.

The **development model** Bayer's strategic tool to guide Canesten towards a successful portfolio expansion path over time.

It works as a **repeatable model**, defined by analyzing key drivers of success (or failure) across geographies, mapping the category dynamics for each demand space (ie. innovation cadence, retailer expectations) and validating brand stretchability with both consumers and HCPs.



While the brand had historically different starting points and journeys in different countries, the following development rationale is the optimal recommendation for more countries looking to build the Canesten brand:

| | PATHWAY | OBJECTIVE | PORTFOLIO EXPANSION | KPIs |
|--------|--------------------------|---|--|---|
| STEP 1 | BUILD BASE | Establish base penetration among infections sufferers and establish efficacy and science credibility / trust | <div style="border: 1px solid black; padding: 5px; text-align: center;"> Intimate Infections (VVI, BV, UTI) </div> | Penetration Brand Power SoM WD |
| STEP 2 | INCREASE PRESENCE | Leveraging our efficacy equity from the core, expand across adjacencies with discomfort and proactive care offers that unlock presence in new use occasions and needs | <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Intimate Discomfort (Vaginal Dryness, Irritation) </div> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Proactive Care & Hygiene (Probiotics, Intimate Washes) </div> </div> | Awareness Saliency SoM WD Brand Stretch |
| STEP 3 | EXPAND CATEGORY | Leveraging efficacy equity from the core and increased presence in women's daily lives, explore broader WH territories across different life stages | <div style="border: 1px solid black; padding: 5px; text-align: center;"> Menopause (Vaginal Dryness, Hot Flushes, Night Sweats & Sleep Disturbance, Fatigue, Brain Fog, etc) </div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Menstrual Health (future) </div> <div style="border: 1px solid black; padding: 5px; text-align: center;"> Hormonal Health (future) </div> </div> | Awareness Saliency SoM WD Brand Stretch |