



*Our
Brand
Architecture*



Strategic Considerations

BUILT ON CONSUMER NEEDS



Across various life-stages and occasions, consumers need different energy requirements to overcome various types of fatigue.

CENTERED AROUND ENERGY



Future product innovations should build on core Energy proposition. We should mitigate proliferation of NPD launches that do not build our core equity.

DEEPER PORTFOLIO



To become a true Energy Expert, we need to deepen our portfolio to address their needs holistically and allow sufficient runway for brand growth and expansion.

SUPERIOR EXPERIENCE



Table-stake attributes are critical in this category i.e. format preference, packaging convenience, and flavors/taste. They are important elements of our Brand Heritage, and they impact Brand Power.

Different ENERGY needs based on lifestages & occasions

As part of living our lives, each one of us deal with different mindset for each life goals. In our quest to achieve our life goals, we have two main energy needs – one that is linked to life stage and one that is contextual (driven by physiological / environmental conditions).

		Children 6-12 Years old	Adolescents 12-19 Years Old	Young Adults 20-39 Years Old	Middle-Aged Adults 40-60 Years Old	Seniors > 60 Years Old	
Types of Energy-Needs	Mindset	Learning & Achievement <i>focuses on learning academically and emotionally, while developing interests and hobbies.</i>	Identity & Exploration <i>includes learning academically, seeking independence, while grappling with peer pressure and self-image.</i>	Ambition & Self-Discovery <i>revolves around ambition, exploration of life paths, and establishing a sense of purpose.</i>	Responsibility & Stability <i>adopts a mindset focused on stability, family responsibilities, and career advancement.</i>	Reflections & Legacy <i>include acceptance of aging, sharing wisdom, and focusing on relationships and health.</i>	
	Daily	Developmental fatigue from balancing schoolwork, social activities, play, and need for emotional regulation.	Growth fatigue due to academic pressures, social dynamics, and hormonal changes.	Responsibility Persistent fatigue due to the everyday pressures of career/school, family responsibilities, and caregiving (for kids and parents). Often aggravated by mid-life crisis.		Aging-Related fatigue due to factors like adjustments to retirement lifestyle, medications, changes in sleep patterns, and menopause for women.	
Contextual					Lifestyle fatigue from a busy and high-stress lifestyle choices related to work, personal hobbies, and social life.	External Factors fatigue due to acute health conditions like temporary sickness (e.g. flu) or dehydration from physical activities/season.	
		Insufficiency/Deficiency & Individual Needs fatigue due to gap in a specific nutrient intake					

Energy-focused Brand Architecture

Brand Essence: Energy that Ignites your Best

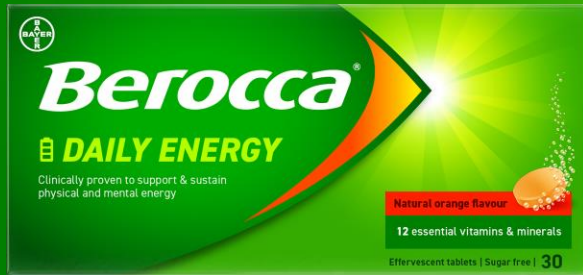
Brand Benefit POD: Clinically-proven energy for body & mind, tailored to your life, with an uplifting experience so you can keep going and showing up at your best.

CLUSTER NAME	1 - HELP ME SUSTAIN MY ENERGY	2 - HELP ME BOOST MY ENERGY	3 - HELP ME RECOVER MY ENERGY	4 – HELP TAILOR THE INGREDIENTS BASED ON MY ENERGY NEEDS
Functional Benefit	Full Energy that Lasts Through the Day	Rapid Boost of Energy for Peak Performance (Physical & Mental)	Energy Recovery after Fatigue-Inducing Situations	Specific Energy nutrients expertly formulated for your Unique Energy Needs
Emotional Benefit	Unstoppable Enthusiasm To Tackle the Day	Quick Surge of Motivation to Conquer	Revitalized Come-Back	Empowerment For Tailored Self-Care
Product Features	Blend of multi-nutrients that help keep energy level steady through the day	Blend of multi-nutrients that help keep you immediately alert & focused when you need to perform	Blend of multi-nutrients that help you recover energy lost due to sickness, physical activities, or other factors	Single/Dual Micronutrient that can help either sustain, boost, or recover your energy, whichever you need
Sub-Brand	SUSTAINED ENERGY	ENERGY BOOST	ENERGY RECOVERY	ENERGY EXPERT
Sub-Pillars	ADULTS KIDS 50+	PHYSICAL MENTAL	HYDRATION IMMUNITY	N.A
Naming Principles	Berocca Sustained Energy Benefit (e.g. Long-Lasting Energy) Format (e.g. Effervescent)	Berocca Energy Boost Benefit (e.g. Fast boost of physical & mental energy) Format (e.g. Gummies)	Berocca Energy Recovery Benefit (e.g. Energy Recovery powered by Hydration) Format (e.g. Effervescent)	Berocca Energy Expert Ingredient (e.g. Vit B Complex) Format (e.g. Capsule)
Role in Portfolio	Core business to build Penetration by addressing Daily Energy needs in key life-stages	Address occasion-based Energy needs – for when they need to perform physically and mentally.	Address occasion-based Energy needs – for when they need to recover energy after fatigue-inducing situations.	Ingredient-led offering addressing both daily energy and occasion-based needs



Pack Design Architecture

Sustained
Energy



Energy
Boost



Energy
Recovery



Tailored
Energy



Strategic Pricing Guardrails

POSITIONING

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

- **Expertise & Credibility:** leading Brand with 55+ years of supporting the energy needs of consumers.
- **Science:** the most studied energy multivitamin in the world.
- **Consumer Experience:** great testing solutions in iconic formats.

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 3 Energy need spaces + ILP

- Sustain Energy is our anchor space.
- Follow market development model to price other Energy needs (Energy Boost, Energy Recovery).
- Reflect each need 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 100) and Gummies – index 110), and future-proof the brand by assessing new ones (e.g. powder, syrup, chewable...) that can bring higher margins.

Pack Sizes:

Use pack sizes effectively focusing on smaller packs to drive trial (notably 10ct) and larger packs for trade-up.

ASSORTMENT

Assortment:

Ensure minimal strategic assortment in place in Sustained Energy (across formats and lifestages) before expanding to Energy Boost, Energy Recovery & ILP.

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	0.5	1x	1.5x	2x	2.5x	>3x
EFT Pack Size	1,2 ct	15ct	30ct	45ct	60ct	75ct	>90ct
Index	> 120	120	100	95	90	85	80

CHANNEL & PROMOTION

Channel:

- Pharmacy is our #1 channel globally where HCP reco / dereco is critical.
- We tailor the PPA by channel to address specific shopping occasions, secure incremental distribution & visibility and resolve cross channel pricing conflicts.
- Explore new growth channels like vending or quickly growing Tik Tok shop.

Promo:

- Promo depth in line with competition and with best proven ROI tools (i.e. UK 3for2).
- Benefit from retailers promo-plans during price promotions.
- Select promo pack in line with JTBD: (i.e. larger packs to incentivize stock up, entry pack to drive trial).
- Connect promo with periods to support key Brand moments (i.e. winter, back to school, exams)
- Use displays/secondary placements.