

Welcome
to the world of


elevit[®]

Bayer's Global Pre-Natal
and Infant Megabrand

This document offers a comprehensive overview of the Elevit Brand Framework, which consists of principles that define the brand's DNA, and the strategic direction aimed at achieving success. It highlights what makes our products, solutions, and assets distinctly ours, ensuring that we enhance the Elevit brand equity with every innovation, campaign, or activation

**[CLICK HERE](#) to view
the recording of the
Frames Deployment
Session**



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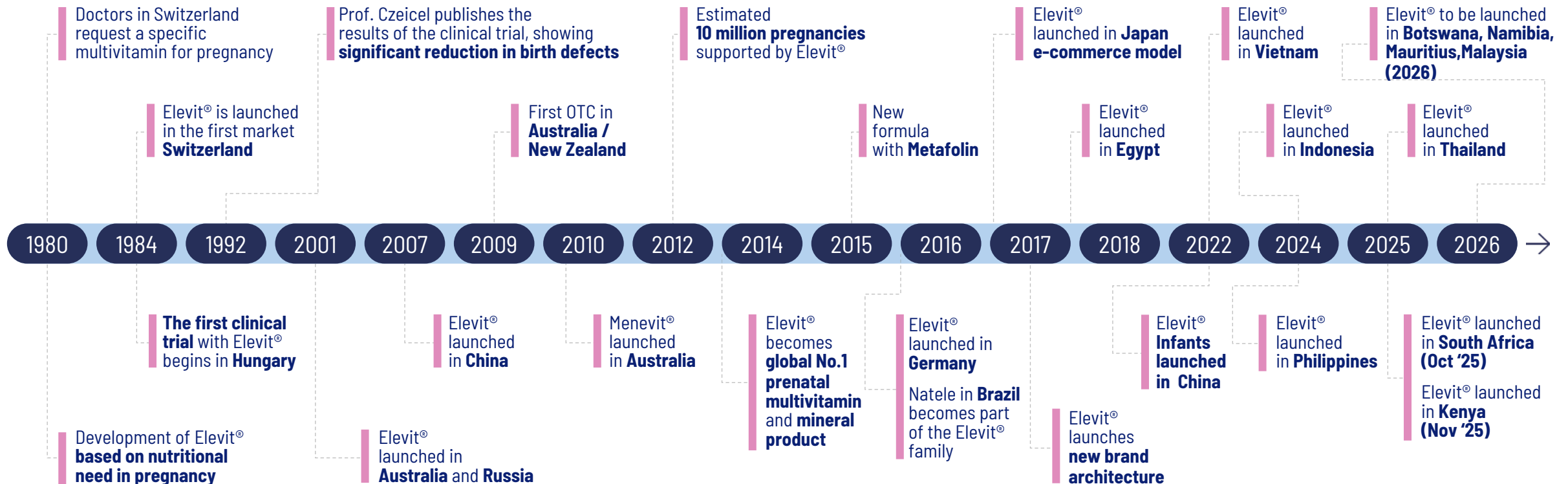


Nurturing future generations :

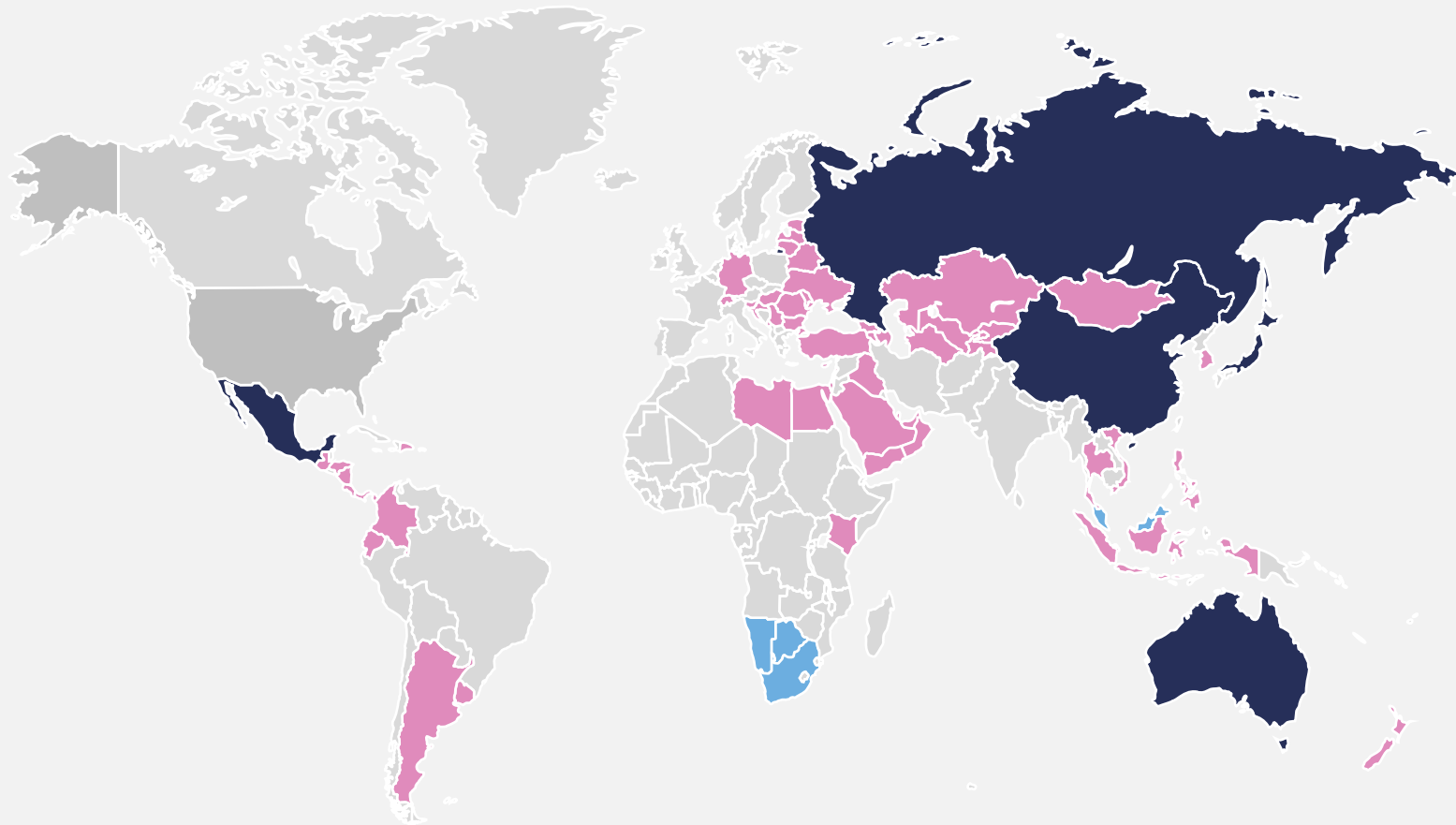
The history & science behind healthy babies

Our journey was BORN out of a commitment to improving maternal and infant health through science. Elevit, a prenatal multivitamin, was first developed in response to a growing understanding of the role of nutrition in preventing birth defects

The groundbreaking research by Professor Andrew Czeizel and his team in the 1980s demonstrated the crucial link between folic acid and the prevention of neural tube defects (NTDs), forever changing prenatal care practices. Their work not only reshaped scientific perspectives on maternal health but also laid **the foundation for the creation of Elevit, a product specifically designed to support both mothers and their unborn baby**



Elevit is a Global Megabrand available in >60 markets, with significant potential for further geographical expansion



Key Markets

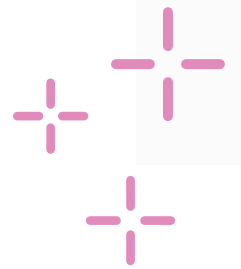
Elevit Markets

2026 Geo Expansion



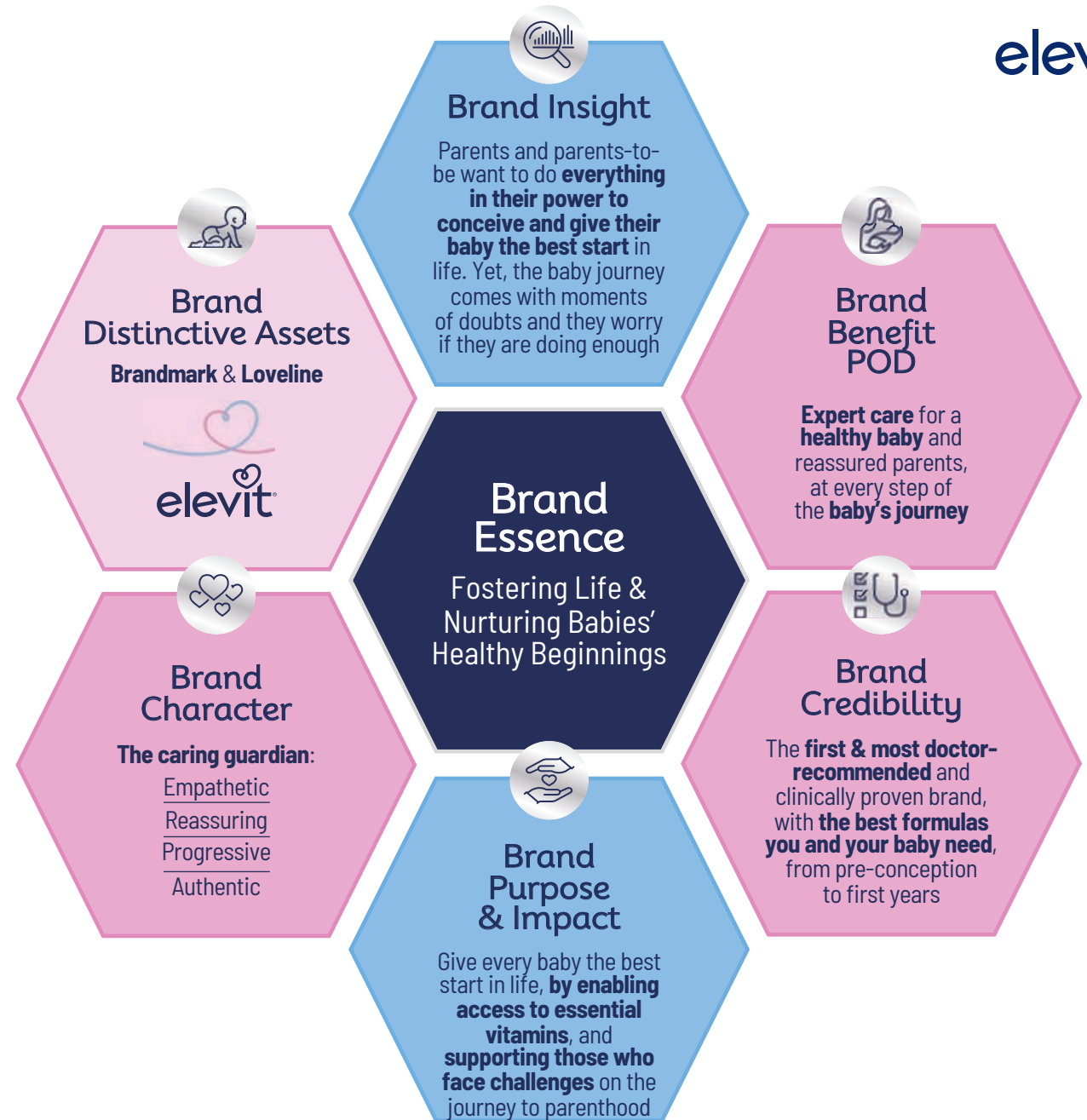
01

Brand Equity





Our Brand Hive





Brand Insight

Parents and parents-to-be want to do **everything in their power to conceive and give their baby the best start** in life. Yet, the baby journey comes with moments of doubts, and they worry if they are doing enough.



Brand Benefit

Expert care for a **healthy baby**
and **reassured parents**, at every
step of the baby's journey.



Brand Credibility

The **first, most doctor-recommended and most clinically proven brand**, with the best formulas you and your baby need, from pre-conception to first years.



Brand Purpose & Impact

Give **every baby the best start in life** by enabling access to essential vitamins and supporting those who face **challenges on the journey to parenthood.**



Brand Character

The Caring Guardian:

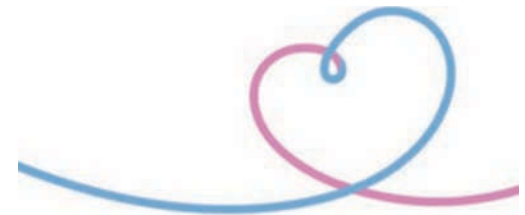
Empathetic
Reassuring
Progressive
Authentic



Brand Distinctive Assets

Brandmark & Loveline

elevit[®]



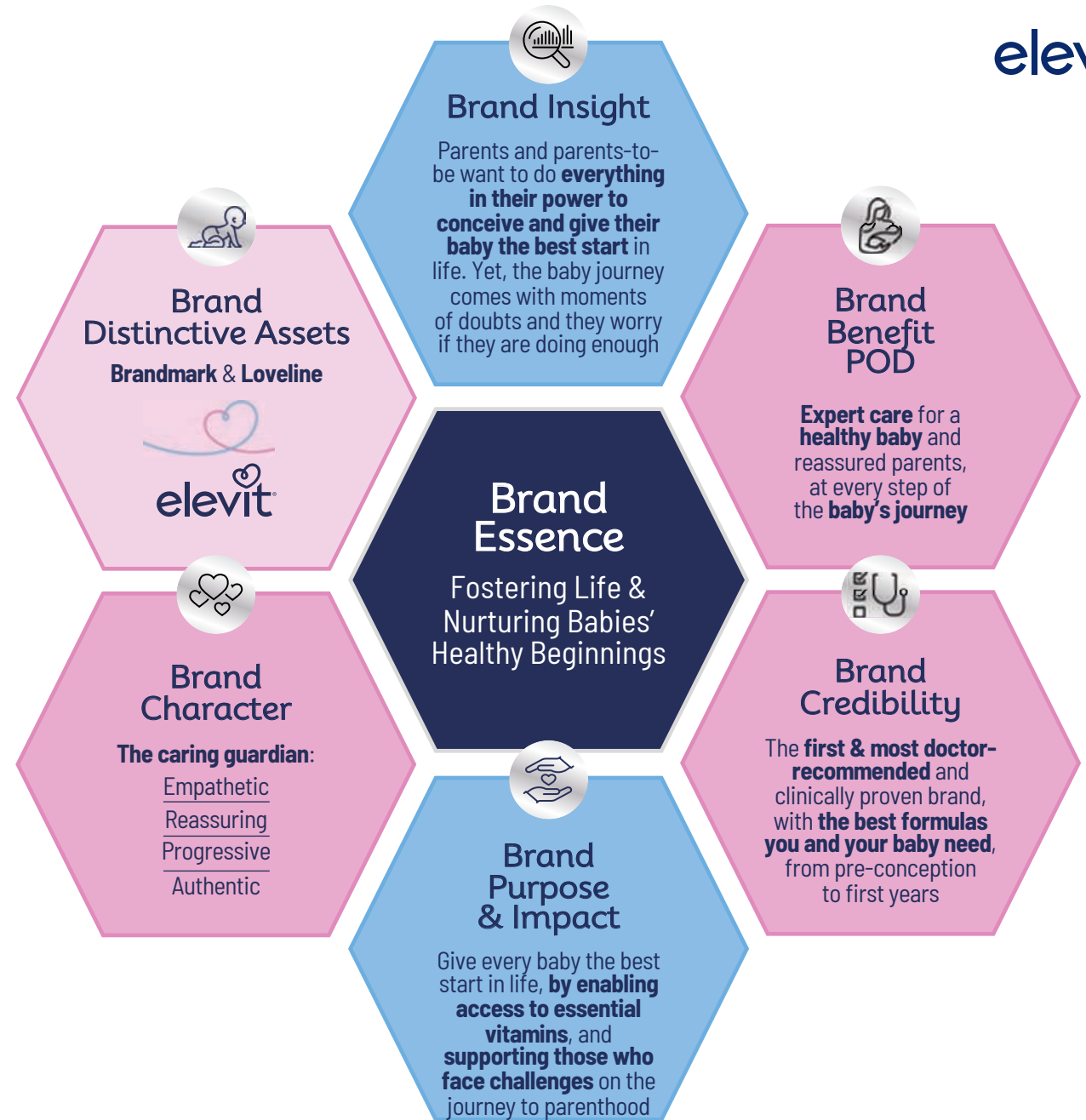


Brand Essence

Fostering Life &
Nurturing Babies'
Healthy Beginnings

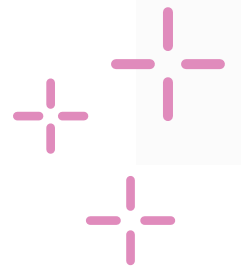


Our Brand Hive



A large, dark blue number "02" is positioned on the left side of the slide. The "0" is a thick, rounded shape, and the "2" is a simple, bold numeral. The number is partially overlaid by a thick blue arc that curves across the top of the slide.

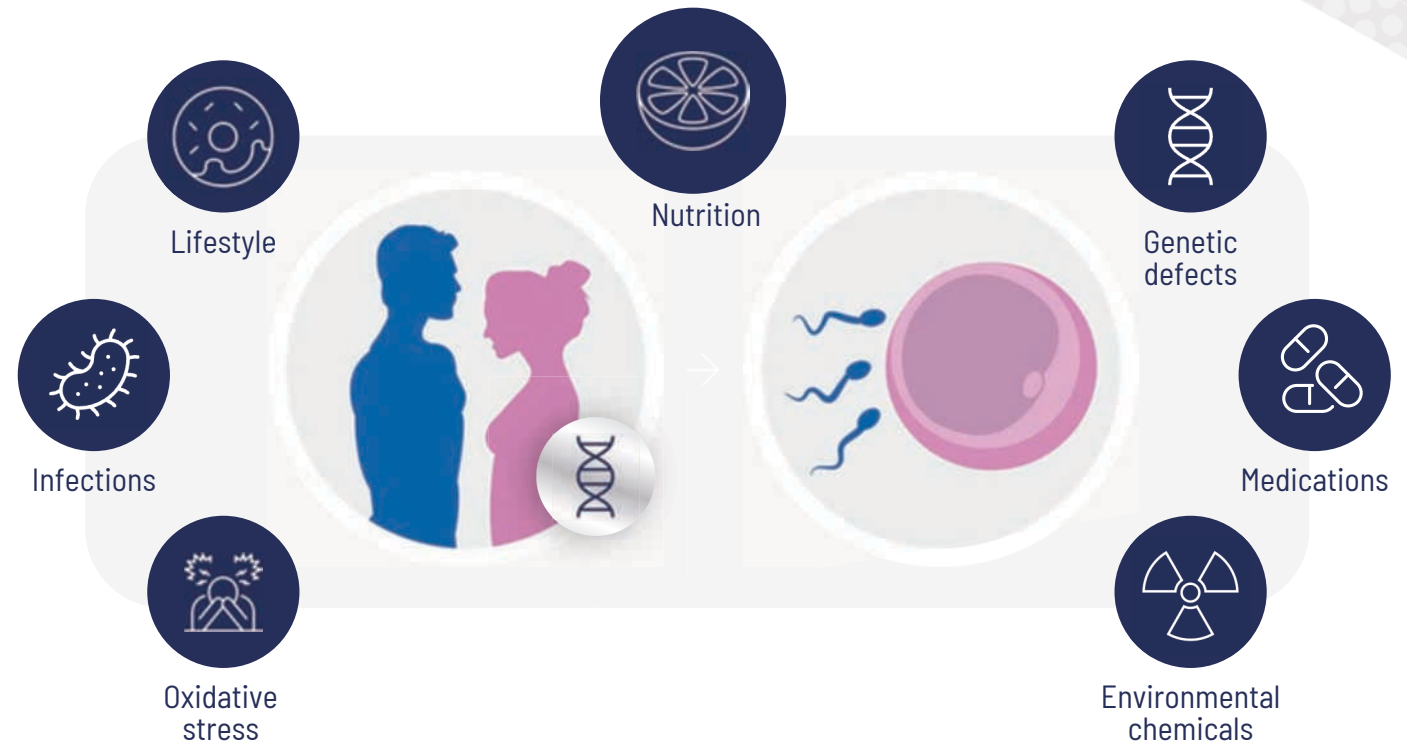
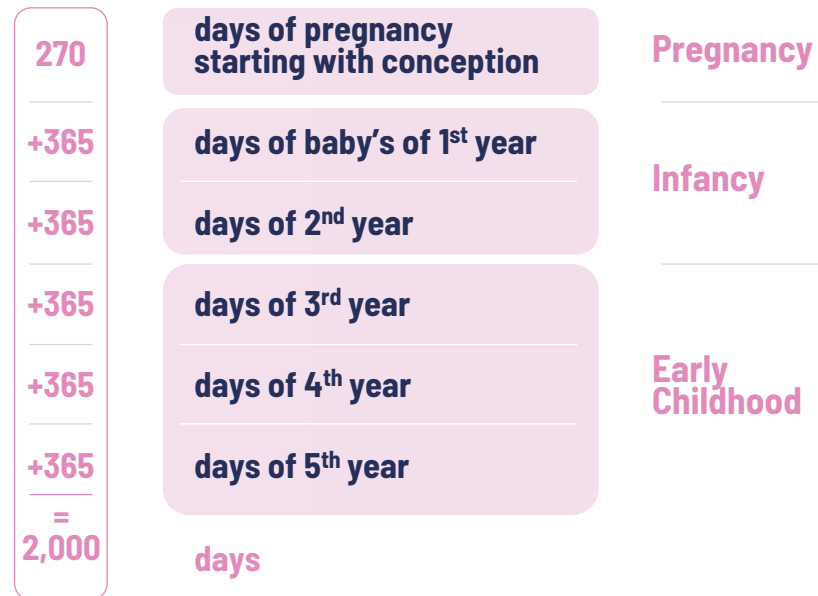
Brand Science



The first 2000 days of life lays the foundation for lifelong health and development

The first 2000 days of a baby's life, which spans the period from conception to age five, represent a critical window.

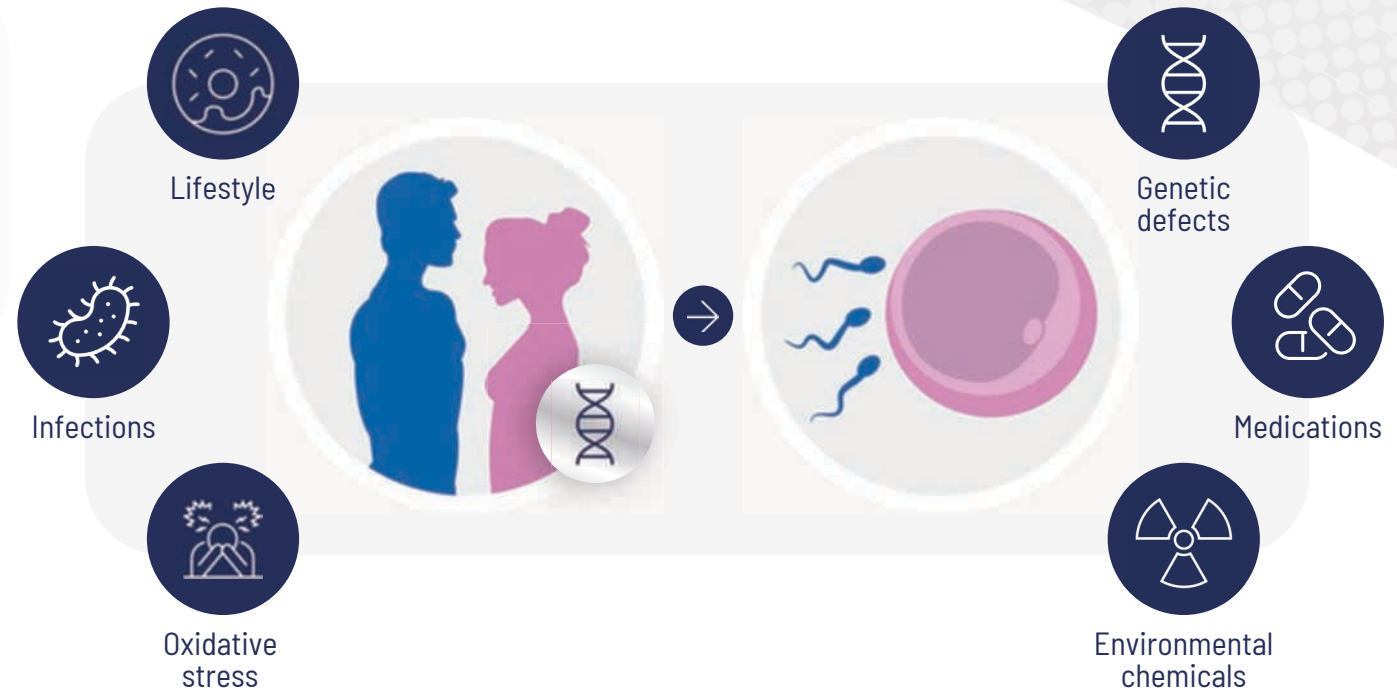
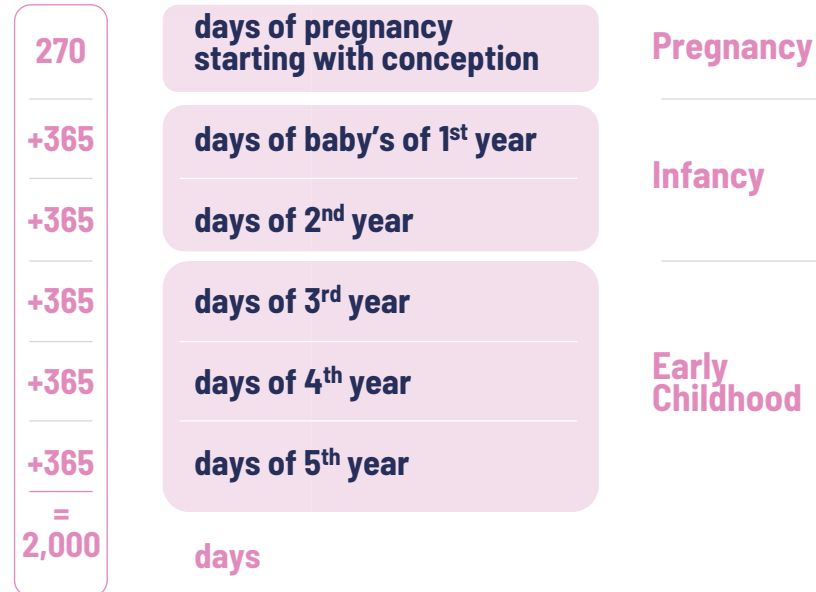
Proper nutrition and care during the 2000 days are essential in shaping the baby's capacity to **grow, learn, and thrive, throughout their entire life.**



The first 2000 days of Life lays the foundation for lifelong health and development

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Proper nutrition and care during the 2000 days are essential in shaping the baby's capacity to **grow, learn, and thrive, throughout their entire life**¹



Nutrient needs significantly increase during pregnancy and breastfeeding. Ensuring adequate nutrient intake prior to conception is vital for reproductive health

Optimal nutrition for both parents, especially mother, is crucial **before conception through pregnancy and breastfeeding.**

Meeting nutritional needs can be challenging, as lifestyle and environmental factors often lead to micronutrient deficiencies.

Many women do not meet the increased micronutrient needs from their diet alone

Micronutrient needs increase during (pre-)pregnancy and breastfeeding



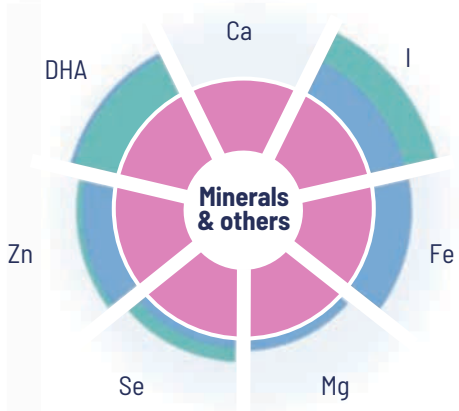
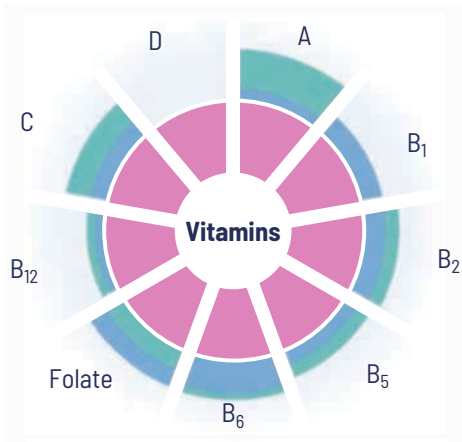
Pre-conception



Pregnancy



Breast-feeding



Micronutrient inadequacies are common in pregnant women and women trying to conceive



Low amounts of vitamins & minerals



Poor bioavailability of nutrients; malabsorption of nutrients



High amounts of salt, sugar, and saturated fats

69% of women of reproductive age worldwide have deficient levels of iron, zinc and/or folate

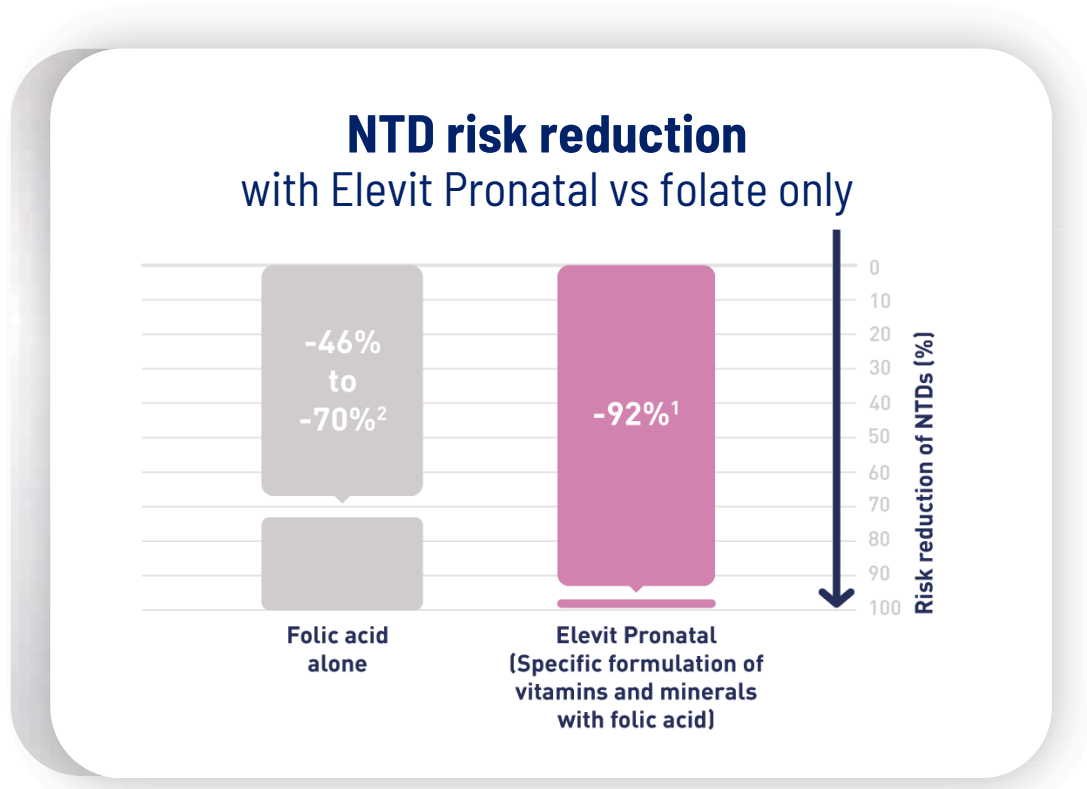
Insufficient maternal micronutrient intake creates a global burden with long-term consequences for children



Globally 10% of deaths and disability-adjusted life-years (DALYs) in children younger than 5 years are attributable to micronutrient deficiencies¹

1. Bhutta ZA et al, *Lancet* 2008; 371, 417-440,

Elevit supports the nutritional needs in the first 2000 days



Elevit helps reduce the risk of NTDs by up to 92%¹

Key benefits beyond NTD-reduction



- Scientifically formulated with over 15 micronutrients, including folic acid, iron, iodine and vitamin D
- Helps meet the enhanced nutritional needs of pregnancy
- Supports fertility²
- Supports maternal wellbeing³
- Reduces risk of anaemia, miscarriages, preterm births⁴

Continued support from preconception to pregnancy and breastfeeding

The formulation of Elevit Pre-conception varies across different countries to meet local regulations and healthcare guidelines.

NTD, neural tube defects

1. Czeizel AE. *Int J Med Sci* 2004;1(11):50-61 2. Schaefer E, Nock D. *Clin Med Insights: Women's Health* 2019;12:1-6. 3. Czeizel AE et al. *Arch Gynecol Obstet* 1992;251(4):181-185. 4. Mozgovaya E et al. *Obstet Gynecol (Moscow)* 2011;4:89-94.

Human fertility has declined over the past half century, due to economic and behavioural as well as biological factors¹



The global average fertility rate has halved since 1950 – from **5,0 to 2,4** births per woman since 2021³



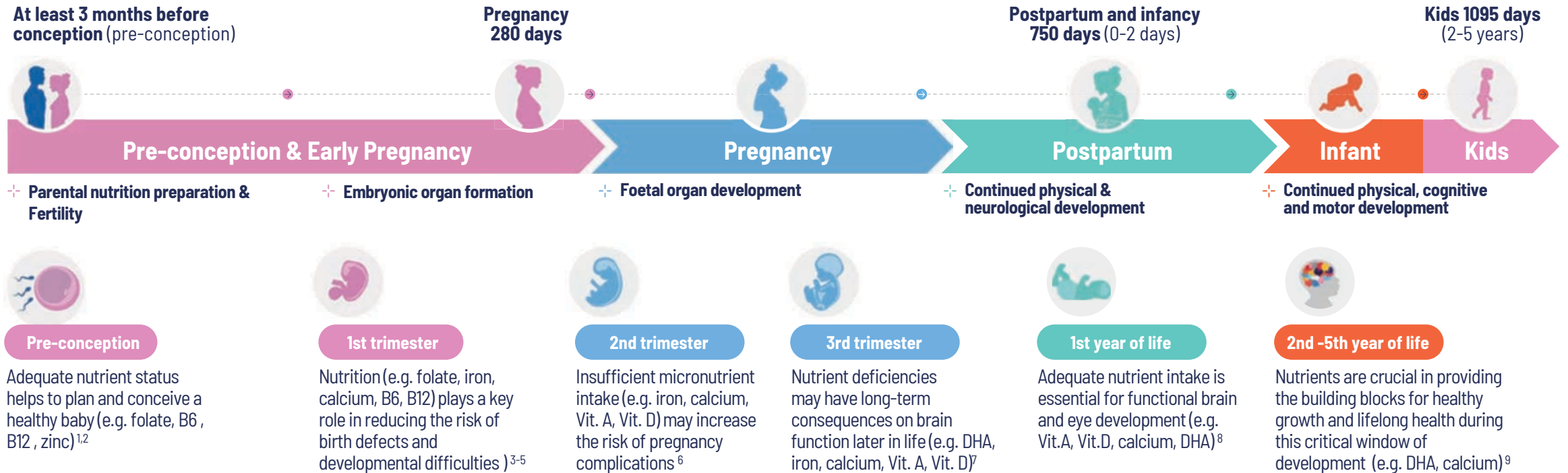
Approximately **1 in 6 people** have experienced infertility at some stage in their lifetime
(roughly 17,5%)⁴

Many couples begin to suspect a fertility issue well before receiving a formal diagnosis.

These perceptions may arise from an extended time trying to conceive, irregular menstrual cycles, or a sense that “something isn’t right” – even in the absence of medical confirmation⁵.

Elevit Products are developed based on reliable medical insights, to meet the Micronutrient needs during the crucial first 2000 days of life

The right nutrition and care before conception and during the first 2000 days will significantly shape a baby's ability to grow, learn and thrive ¹⁻⁹



Abbreviation: DHA, docosahexaenoic acid.

References: 1. European Commission. EFSA Journal 2009;7(9):1213. 2. Ebisch IMW et al. Human Reprod Update 2017;13(2):163-74. 3. Blencowe H et al. Int J Epidemiol 2010;39:i110-121. 4. Czeizel A. Paediatr Drugs 2000;2(6):437-49. 5. Marks J et al. Neurosurg Clin N Am 1998;9(1):63-72. 6. Hofmeyr GJ et al. Cochrane Database Syst Rev 2018;10(10):CD001059. 7. Basak S et al. Nutrients 2020;12(12):3615. 8. EU Register. Nutrition and Health Claims. Available at: ec.europa.eu/food/safety/labelling (accessed December 2022). 9. Morse NL. Nutrients 2012;4:799-840.

Elevit is a comprehensive Multiple Micronutrient Supplement (MMS) at the core

Elevit's supplement range contains comprehensive multiple micronutrient supplements and nutritional ingredients which support the nutritional needs of parents-to-be, the breastfeeding mother and child across the different stages of the first 2000 days of life.*



Menevit

Menevit is a one-a-day multivitamin and mineral supplement specially formulated with a unique combination of antioxidants to support male reproductive health and fertility



Elevit Pre-conception

Elevit Pre-conception is a one-a-day multivitamin and mineral supplement scientifically formulated to help women prepare and try to conceive. It supports early brain development in the baby during the crucial first stages of pregnancy



Elevit Pregnancy

Elevit Pregnancy is a one-a-day multivitamin and mineral supplement specifically formulated with vitamin D and omega-3/DHA. It is designed to support the nutritional needs of the pregnant mother and the brain and eye development of the baby.



Elevit Breastfeeding

Elevit Breastfeeding is a one-a-day multivitamin and mineral supplement formulated with beta carotene and omega-3/DHA. It is designed to help meet the increased nutritional requirements of breastfeeding mothers while supporting the healthy development of the baby



Elevit Infants and Kids

Elevit Infant & Kids Range is specially formulated to support the rapid growth and development of infants and kids. The supplement range contains essential nutrients, including calcium, vitamin D and DHA. The range is designed to support brain and cognitive development, eye development, bone health and motor development.



Refer to the Elevit Digital Hub for the full ingredient story as part of Brand Science

*Parents-to-be can support the health of their child during and 'beyond' the first 2000 days. Adequate nutritional levels in the body at conception make a fundamental contribution towards the baby's lifelong health. Abbreviation: DHA, docosahexaenoic acid.

As the world's most studied prenatal multivitamin brand, backed by over 20 clinical studies, Elevit products are formulated based on credible clinical evidence



Elevit products are formulated based on **scientifically-proven ingredients** that ensure positive health outcomes for both mothers and babies.

Elevit is backed by **extensive clinical research**, which supports its **efficacy** in supporting fertility, and improving pregnancy outcomes, including reducing the risk of birth defects, such as NTDs 1-5

The Elevit brand is supported by **30 publications reporting studies conducted worldwide** over 30 years and used by millions of women over a period of 40 years

Elevit is, **the world's most clinically researched pregnancy multivitamin** brand, supported by **24 unique clinical studies**, across different products.⁶



Generating scientific evidence is essential not only for ensuring efficacy and safety but also for:

Strengthening clinical **credibility** and **trust** among HCPs and mothers

Helping **updating guideline recommendations**, ensuring that the advice for HCPs are based on the latest and most reliable data

Supporting **differentiation** in a competitive market



Elevit Clinical Heritage

30+ years of clinically proven efficacy

1996

Elevit reduces the incidence of Neural Tube Defects (NTDs) and other birth defects (**Czeizel et al. 1996**)

2005

Elevit reduces incidence of miscarriage (**Pasman et al. 2005**)

2009

Elevit reduces homocysteine levels (**Arzanova et al. 2009**)
Elevit raises maternal folate to protective levels in only 4 weeks (**Brämswig et al. 2009**)

2011

Elevit* improves follicular fluid nutrient levels (**Özkaya et al. 2011**)
Elevit reduces homocysteine levels (**Mozgovaya et al. 2011**)

2020

Elevit, aspirin & prednisone on recurrent pregnancy loss (**Ou et al. 2020**)

2023

Elevit improves pregnancy outcomes following freeze embryo transfer (FET) (**Ogawa et al. 2023**)

2017

Elevit rises maternal folate "twice as fast" compared to 400 mcg Folic Acid (FA) supplementation (**Wang et al. 2017**)

Elevit rises maternal vitamin D in 8 weeks (**Pilz et al. 2017; Obeid et al. 2018**)

Elevit significantly reduces the risk of iron deficiency anemia, preeclampsia (**Lin et al. 2020**)

Elevit improves maternal DHA and vitamin D status during pregnancy (**Massari et al. 2020**)

Elevit improves levels of DHA and β -carotene in the mother's blood and milk (**Schaefer et al. 2020**)

2004

Birth defects protective effects confirmed in a cohort study (**Czeizel et al. 2004**)

2006

Elevit reduces anemia and improves vitamins status in at-risk group (**Khodova et al. 2006**)

2010

Elevit* protects follicles from oxidative stress (**Özkaya et al. 2010**)

*Product tested was an Elevit generic = same qualitative & quantitative composition in terms of active ingredients. The specific formulations adhere to the local guidelines and regulations within each country

2013

Elevit reduces the incidence of NTDs (**Sun et al. 2013**)

Elevit improves follicular fluid nutrients levels (**Sun et al. 2013**)

Elevit improves postpartum mood (**Paoletti et al. 2013**)

2016

Elevit reduces oxidative stress in follicular fluid (**Luddi et al. 2016**)

Elevit raises maternal folate to protective levels in only 4 weeks (**Schaefer et al. 2016**)

2018

Elevit is effective in correcting and preventing inadequate micronutrient levels in pregnant women (**Kurmacheva et al. 2018**)

2021

Elevit improves folate and reduces homocysteine levels in infertile women (**Kuroda et al. 2021**)

Elevit is effective in reaching maternal folate level to protective levels (**Radzinski et al. 2021**)

2025

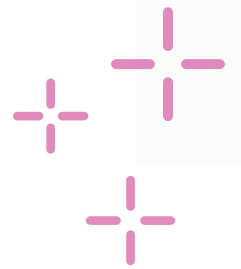
MMS supplementation improves fertility and pregnancy outcomes (**Liu et al. 2025**)*

Elevit - World's Most Studied Prenatal Multivitamin Brand*

A large, stylized graphic consisting of a thick blue arc at the top and a pink and blue shape at the bottom that resembles a stylized '0' or a drop. The number '03' is overlaid on this graphic.

03

Brand Growth Strategy



Category Shaping Trends

The global pre-natal and fertility supplements market is steadily expanding and gaining complexity, propelled by several driving factors.

Key Trend



Absolute pregnancies remain significant, but geo dynamics are shifting: The pregnancy volume-value equation is shifting. Up to 2050 Africa and India will become the epicenter for the volume of pregnancies whilst the rest of the world transitions to increasing spend per pregnancy

Increasing Fertility Challenges: Fertility challenges are rising as parents delay childbirth into their 30s and 40s, with stigma and environmental pollutants further impacting fertility and pregnancy

Modern Parenthood: Parenthood is changing, influenced by parents' age, technology, education and cultural shifts (Gen Z and Gen Alpha).

Nutrient Insecurity: Malnutrition worsened by climate/economy

Modern HCP Engagement: Younger healthcare professionals seek digital, evidence-led, and inclusive brand partnerships.

Implications



Focusing solely on birth rates limits growth potential. We need to evolve into a dual approach:

1. High birthrate markets offer opportunities to increase brand penetration.
2. Low(er) birthrate markets allow for greater spending per pregnancy - as average spend now exceeds \$1,400 (excluding ART) for fertility and optimal health. Elevit's geo expansion needs to follow the shifting global populations trends

Fertility is emerging as the key category entry point for Elevit's long-term growth, especially as supporting pregnancies in older age (35+) becomes crucial in developed markets. Education about reproductive health and earlier planned pregnancies is increasingly important. Infertility's stigma and emotional toll highlight the need for supportive ecosystems.

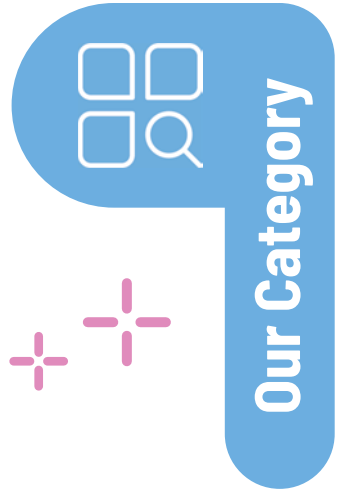
Brands must be credible, values-driven, and foster a sense of community for Gen Z and Gen Alpha parents addressing the dynamics of evolving parenthood

Elevit should stay relevant by engaging digitally and responding to new parenthood trends

A universal need for improved nutrient intake during pregnancy and in infants first 1000 - 2000 days to offset deficiencies and leverage global MMS policy shifts for new access

1-1 HCPs detailing is becoming obsolete in terms of reach and ROI. Elevit needs to evolve its equity and HCPs engagement model to be relevant to the new generations of HCPs and winning with mobile-first, evidence-led, inclusive HCP engagement

Elevit Strategic Context at a glance



- The prenatal supplements market size is **estimated at €1.6 billion in 2023** and is expected to reach **€ 2.3 billion by 2033, advancing at a +2.7% CAGR (2028-2033)**¹. The growth is fueled by rising maternal health awareness, delayed pregnancies, and the increasing role of supplementation in preventive care.
- **Consumers increasingly view prenatal nutrition as essential healthcare**, not optional wellness. This shift is reshaping the competitive landscape, where pharma-backed brands and digitally native disruptors compete on efficacy, format innovation, and trust

- Fertility is an emerging category (~€0.5 bn in 2024) growing at ~+14% CAGR, **fueled by rising infertility rates, delayed parenthood, lifestyle changes, & adoption of Assisted Reproductive Technology (ART)**². Fertility supplements are becoming a core part of preconception care, bridging the gap between lifestyle challenges and clinical interventions
- **The category is shaped by millennial and Gen Z consumers, who demand personalized, clean-label, and gender-specific formulations.** Key ingredients like myo-inositol, CoQ10, zinc, selenium, and folic acid are gaining traction for their roles in egg and sperm health. Male fertility supplements are the fastest-growing segment, reflecting broader awareness and destigmatization



- **Our historic focus on countries with high birth rates and affordability means we're not meeting the needs of millions of families globally.** Currently, Elevit is only available to 25 million of the world's 160 million pregnancies each year—despite 120 million being planned and addressable.
- Traditional one-on-one Healthcare Professional (HCP) detailing is costly and under pressure, **leading to challenges in driving recommendations and prescriptions as Elevit is heavily reliant on doctors' recommendations and prescriptions**

- Despite Elevit's strong clinical credentials and leadership in prenatal nutrition, **the brand is experiencing increasing competitive pressure from both established and emerging players**
- Elevit's global footprint remains highly concentrated, **with 80% of net sales generated in just five markets—China alone accounts for over half of total sales.**³ This concentration exposes the brand to significant risk, especially as key markets like China face demographic headwinds such as declining birth rates and an aging population

Elevit Growth Audience Strategy

By addressing the needs of our Growth Audience and its relevant sub-segments in all demand spaces and stages of the Life Forming Journey, we ensure clear growth opportunity for the brand

CATEGORY USERS & PROSPECTS

ALL Parents and Parents-to-Be

Buying or open to buy supplements to support their journey from fertility to kids development

→ USERS | NON-USERS

GROWTH AUDIENCE

Parents who "FORM LIFE"

They want to do everything they can to support their journey in forming new life – from the time they plan to conceive to the early years of development. As the journey comes with moments of doubts and constant worries, they need reassurance through credible science and authentic engagement

SUB SEGMENTS

FERTILITY Preparing for New Life	PREGNANCY Nurturing & Growing New Life	POST PARTUM Nourishing New Life & Bonding	INFANTS (0-2) Building & Shaping Life	KIDS (2-5) Strengthening & Cultivating Life
Couples	Mothers (to be)		Infants	Kids

ADDRESSABLE AUDIENCE

WIP



Elevit's renewed strategy moves away from a narrow focus on only high birthrate markets, towards maximizing total category value

FROM

A **premium brand** that has chosen to focus on **fetal protection** and is restricted by its own now incongruent parameters of pursuing markets with a unique combination of **affordability and high birth rates**



TO

The **universal brand of choice** that supports a **healthy life forming journey** from the moment parents start planning (fertility), through their journey (pre - post natal) and through their child's formative 2000 days to provide the best life chances **in both developed and emerging markets**

BY



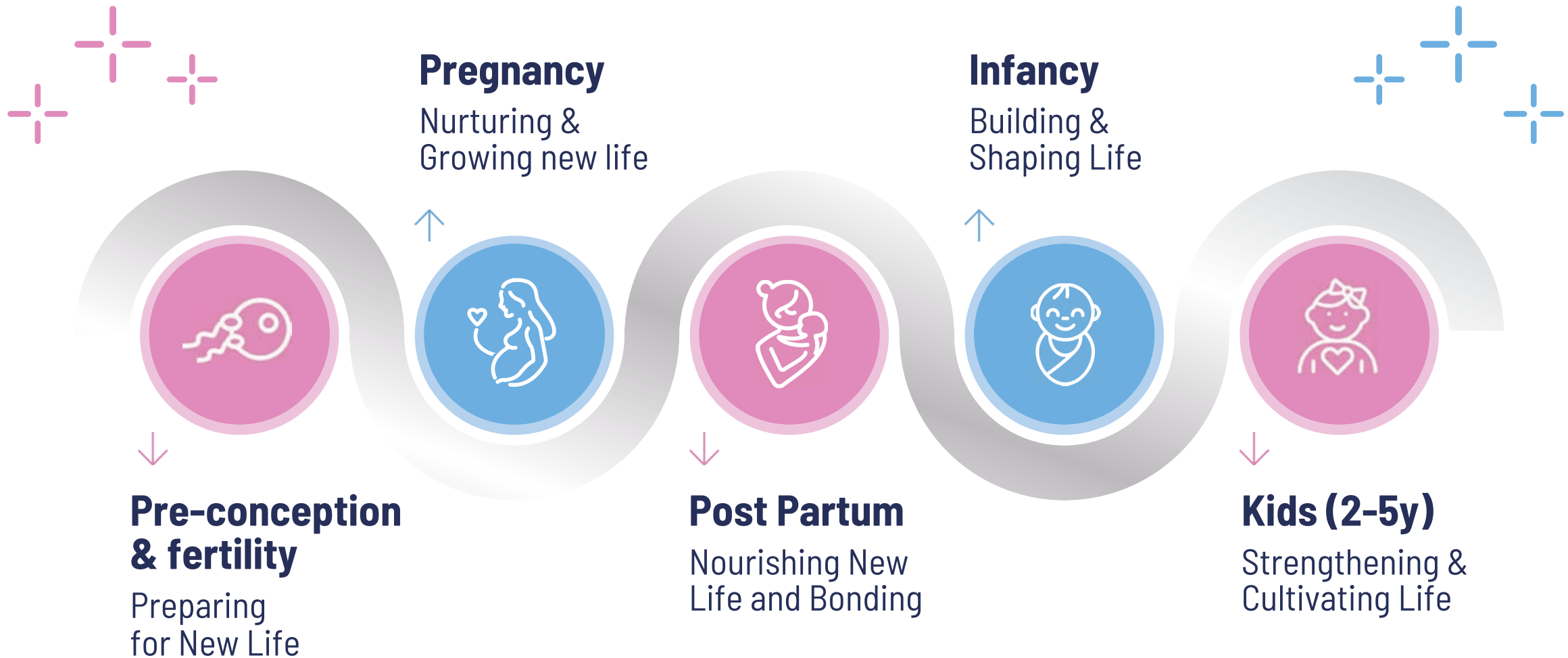
Expanding from high birthrate focus to total category value, including Fertility and the full parenthood journey

Broadening support from fetal protection to the entire Life Forming Journey, matching evolving parental needs

Increasing market penetration by targeting more pregnancies in both low and high birthrate markets



Based on latest CSJ, trends and market understanding, we have defined territories where Eelvit has the right to play and win



We also defined where **NOT** to play

In line with Elevit's ambition to be the brand of choice that supports a healthy life forming journey from Fertility through child's formative years



We do not play in segments that do not have an impact on the new life

Everything we do MUST support / form new life. If a segment / territory doesn't directly help form a new life, it's not for Elevit



We do not play in Women's health segments - We are Life Forming Brand

We do not play in Mum's beauty segment (i.e. stretchmarks, hair loss, menopause). All Elevit products must have an impact on fetus (before and after conception), infant or a kid



We don't play in territories that do not have a clear medical needs

Mass market offerings are out of scope, as unsupported by our business model and standing further away from the health space

Our top strategic priorities to win

GLOBAL STRATEGIC PRIORITIES

Drive Fertility as Growth Engine

- **Expand into low(er) birthrates** markets, leveraging Fertility as category entry point
- **Activate Elevit 1:** Win in the short term by communicating its benefits in supporting healthy conception & fertility
- **Educate:** Collaborate with HCP to promote fertility education and resources, establishing Elevit as a trusted partner
- **Build pipeline of clinicals & NPDs** to promote fertility (assessing the role of IVF as per Japan case)

Reestablish Brand Superiority

- **Portfolio expansion** to address underserved and/or unmet medical/consumer needs
- Building a **roadmap of continuous upgrades** to our core proposition, claims, clinicals, diagnostics and hardware to secure superiority
- Clear **evidence generation strategic plan** to keep/strengthen our scientific credentials with HCP and consumers
- **Upgrading HCP and Consumer Activation Models** to adapt to a more competitive landscape

Adapt Equity to Modern Parenthood

- **Revamp brand equity** to inject more authenticity into the brand while staying true to its science heritage
- **Update Brand Visual World** and develop **Brand Platform Idea** to reflect desired equity changes
- Develop **digital-first marketing strategies** that connect with new generation of parents
- **Evolve brand positioning** from **"pregnancy" to "life forming"** in line with the expansion to fertility

Expand to LIC Through MMS

- **Leverage the Highways** initiative to launch transformational business models that drive MMS penetration in LIC markets
- **Develop a sub-brand** that will carry LIC Proposition, providing a clear differentiation vs. Premium Elevit (for HCPs and Consumers) – prevent any potential cannibalization
- **Nurture strategic partnerships** with governments and NGOs (Vitamin Angels) to advocate for MMS adoption
- **Implement educational initiatives** to raise awareness about the importance of MMS for maternal and infant health

Win with Contemporary HCP profiles

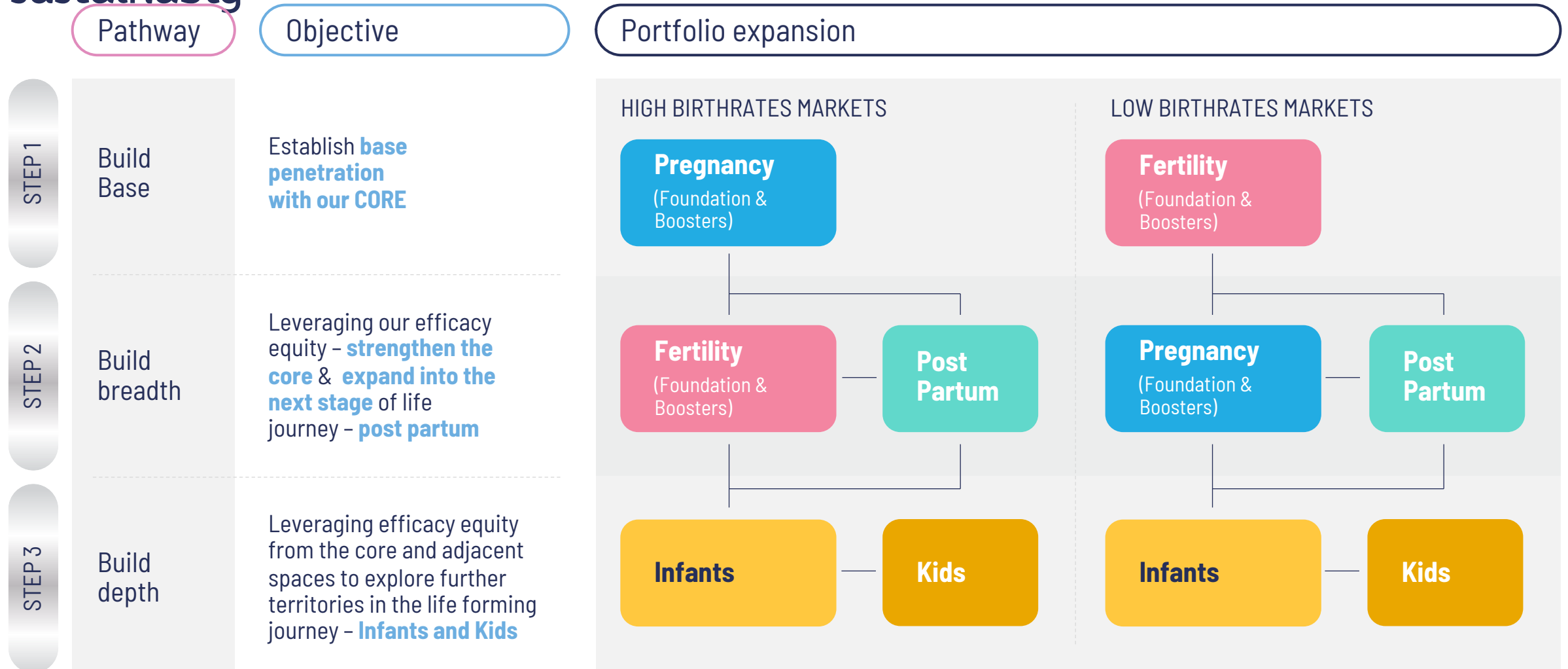
- Develop a new HCP engagement model** to replace costly 1-1 detailing and enable broader geographic expansion by:
 - **Engaging early-career physicians-** Partner with residency programs
 - **Leveraging digital technology:** Use advanced platforms to connect with the new generation of HCPs
 - **Leading with transparency and evidence**
 - Transforming congresses into content engines
 - **Increasing investment in clinical studies:** Step up support for research and evidence generation to reinforce scientific leadership

Whilst Reestablish Brand Superiority (SP:2)

Adapt Equity to Modern Parenthood (SP:3) and Win with Contemporary HCP profiles (SP:5) are relevant for all markets, and will need to be executed across the regions, Strategic Priorities 1 & 4 (Drive Fertility as Growth Engine & Expand to Emerging Markets & LIC Through MMS) need to be **tailored for specific market archetypes**, based on the following criteria

	Drive Fertility as Growth Engine	Expand to Emerging Markets & LIC Through MMS
Market Dynamics	→ Low(er) birthrates markets	→ High(er) birthrates markets
	→ Increasing fertility challenges	→ Policy change is under consideration
	→ Social stigma associated with the ability to conceive	→ There's a network of potential partners to support with last-mile penetration distribution
	→ Culture of researching and preparing for possible parenthood	→ Healthy pregnancies are challenged by poor nutrition, changes in environmental factors, economic challenges.
	→ High propensity and willingness to spend on "best self-health" as a foundation for a healthy journey to parenthood and giving baby the best start in life (incl. across 2000 days)	→ HCP access is challenged but essential to support a healthy pregnancy → "Proxy" HCPs (eg midwives) have high trust with target consumer
	→ Blend of good, accessible private and public healthcare	→ Public sector tenders for high volume sales potential → Preferable but not essential: potential to launch Elevit to a complementary private healthcare channel
		→ HCP endorsement adds tangible credibility to brands
Possible markets	→ China, Mexico, Russia, Australia, Switzerland, Germany and the rest of EU markets, Japan (continued)	→ African Markets, ASEAN, Pakistan, Bangladesh, Middle East, LATAM

New Elevit's Growth Strategy relies on an ambitious geo expansion. Therefore, we have created a Market Development Model that codifies the path to drive growth successfully and sustainably



AMBITION

Be the brand of choice that supports a **healthy life forming** journey from Fertility through child's formative years (first 2000 days)

STRATEGIC TERRITORIES OF CHOICE

Demand Spaces: Fertility & Preconception, Pregnancy, Post Partum, Infants, Kids



Geographic Presence: APAC, LATAM, EMEA



Audience: Parents and parents-to-be who want to do everything in their power to conceive and give their baby the best start in life

BRAND DEVELOPMENT MODEL

STEP 1 BUILD BASE

Establish base penetration with our CORE (Pregnancy or Fertility) based on your market archetype



STEP 2 INCREASE PRESENCE

Strengthen the core & expand into the next stage of life journey - Post Partum



STEP 3 EXPAND CATEGORY

Explore further territories in the life forming journey - Infants and Kids

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- **Evolve brand positioning** from "pregnancy" to "life forming" in line with the expansion to fertility

Expand to Emerging Markets & LIC Through MMS

- **Leverage the Highways** initiative to launch transformational business models that drive MMS penetration in LIC markets
- **Develop a sub-brand** that will carry LIC Proposition, providing a clear differentiation vs. Premium Elevit (for HCPs and Consumers) - prevent any potential cannibalization
- **Nurture strategic partnerships** with governments and NGOs (Vitamin Angels) to advocate for MMS adoption
- **Implement educational initiatives** to raise awareness about the importance of MMS for maternal and infant health

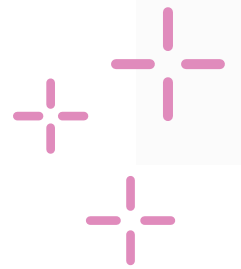
Win with Contemporary HCP profiles

- **Develop a new HCP engagement model** to replace costly 1-1 detailing and enable broader geographic expansion by:
 - **Engaging early-career physicians-** Partner with residency programs
 - **Leveraging digital technology:** Use advanced platforms to connect with the new generation of HCPs
 - **Leading with transparency and evidence**
 - Transforming congresses into content engines
 - **Increasing investment in clinical studies:** Step up support for research and evidence generation to reinforce scientific leadership

A large, stylized graphic element on the left side of the slide. It features a large, dark blue number '04' where the '0' is partially overlapped by a blue teardrop shape. A pink ribbon-like shape curves around the '0' and '4'. A thick blue arc spans across the top of the slide, and a thin blue horizontal line is positioned below the 'Brand Architecture' text.

04

Brand Architecture



Brand Architecture



Brand Essence: Fostering Life & Nurturing Babies' Healthy Beginnings



Brand Benefit POD: Expert care for a healthy baby and reassured parents, at every step of the journey

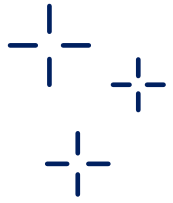
Audiences	Couples		Mums & Mums to be		Infants & Kids	
Demand Spaces	Fertility (preconception)		Pregnancy		Post Partum	
Support Levels	Foundation	Booster	Foundation	Booster	Foundation	Booster
Functional Benefit	Supports fertility & reproductive functions for improved chance of conception		Fetal health & development		Supports continued infant growth and health through lactation and bonding	
Emotional Benefit	Parents feel supported, informed and reassured in each stage of the Life Forming Journey					
	Carefree planning / conception		Joyful pregnancy		Confident Parenthood	
Naming Principles	<ul style="list-style-type: none"> + Masterbrand (Elevit) + + Demand Space (i.e. Pre-conception/Fertility, Pregnancy...) + + When to take it (i.e. pre & 1st trimester, 2nd & 3rd trimester, ...) 				<ul style="list-style-type: none"> + +Benefit (i.e. Clinically proven reduction of birth defects, ...) + + Product Form (Tablets) 	
Role in the Growth Model	<ul style="list-style-type: none"> + Core - Entry point for Low Birthrate markets. Build equity and science credentials + 2nd step for High Birthrates markets 		<ul style="list-style-type: none"> + Core - Entry point for High Birthrate markets. Build equity and science credentials + 2nd step for Low Birthrates markets 		<ul style="list-style-type: none"> Build Breath - Leveraging our efficacy equity - expand into the next stage of life forming journey and secure brand loyalty Build Depth - Leveraging efficacy equity from the core and adjacent spaces to explore further territories in the life forming journey 	

Elevit Portfolio Architecture

Life Forming Brand



Brand benefit: Expert care for a healthy baby and reassured parents, at every step of the journey



PRE-CONCEPTION & FERTILITY
Preparing for New Healthy Life

PREGNANCY
Nurturing & Growing New Healthy Life

POST PARTUM
Nourishing New Healthy Life and Bonding

INFANCY
Building & Shaping Healthy Life

KIDS (2-5Y)
Strengthening & Cultivating Healthy Life

Boosters



- Morning Sickness
- DHA & Choline
- DHA
- Probiotics
- Liquid Calcium



- DHA & Choline
- DHA
- Probiotics
- Liquid Calcium

N/A

Foundation



- Bone & Liquid Calcium
- DHA & Lutein
- Vitamin D3
- DHA



- DHA & PS - Q1'26
- Calcium
- Lutein

Essentials (LIC)

N/A

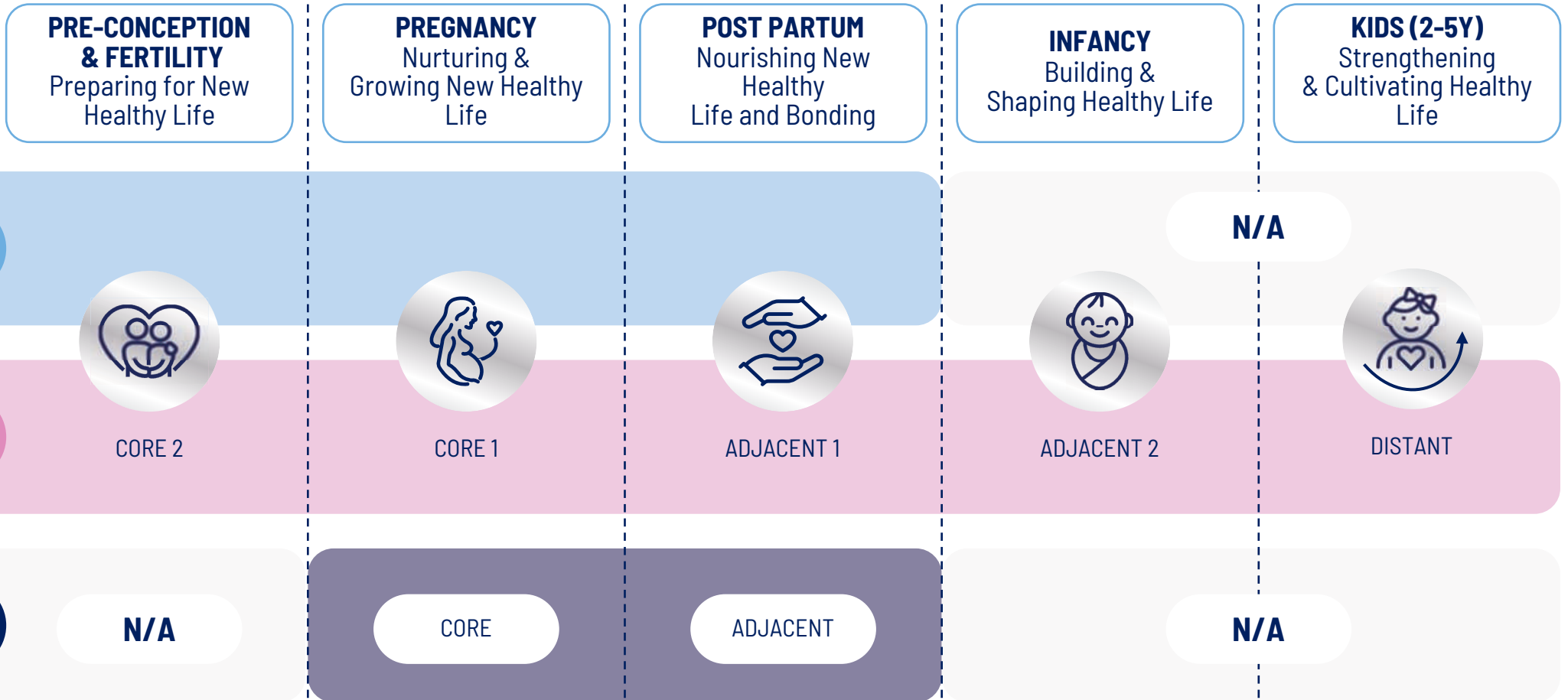
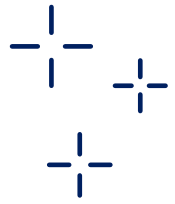


N/A

Elevit Portfolio Architecture

Life Forming Brand

Brand benefit: Expert care for a healthy baby and reassured parents, at every step of the journey



Market Development Model – Launch Sequence

Key Principles

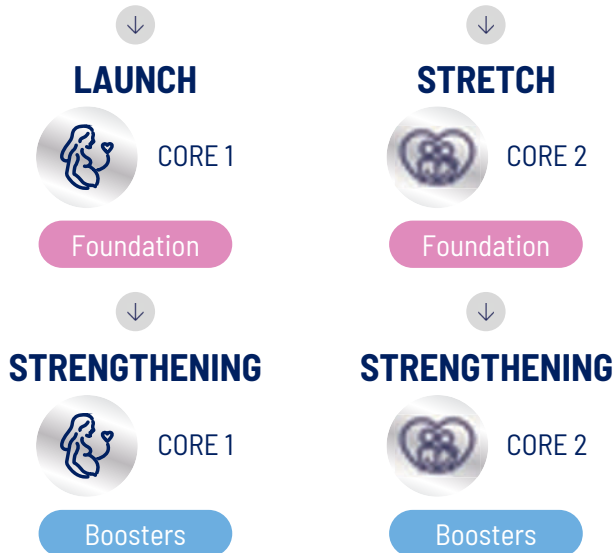
- + **Grow** the core
- + **Strengthen & Stretch** the core with NPDs
- + **Focus** on the core until it's fully built/saturated (strong equity, high market share, no further room for innovation)

Move to Adjacent ONLY:

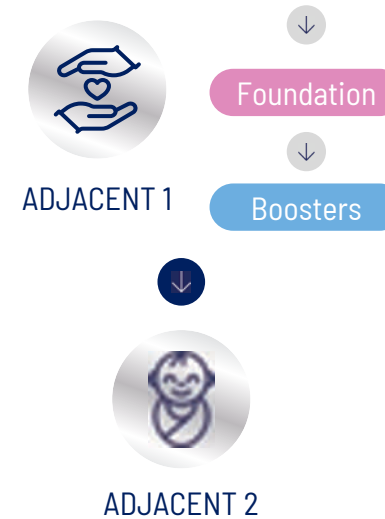
- + When the core is **fully built**
- + When there are sufficient **funds to build new pillar** (dedicated communication, full NPD support, build equity, mental and physical availability)

Move to Distant ONLY when Adjacent is fully built and there are sufficient funds to fully support it

Core



Adjacent



Distant

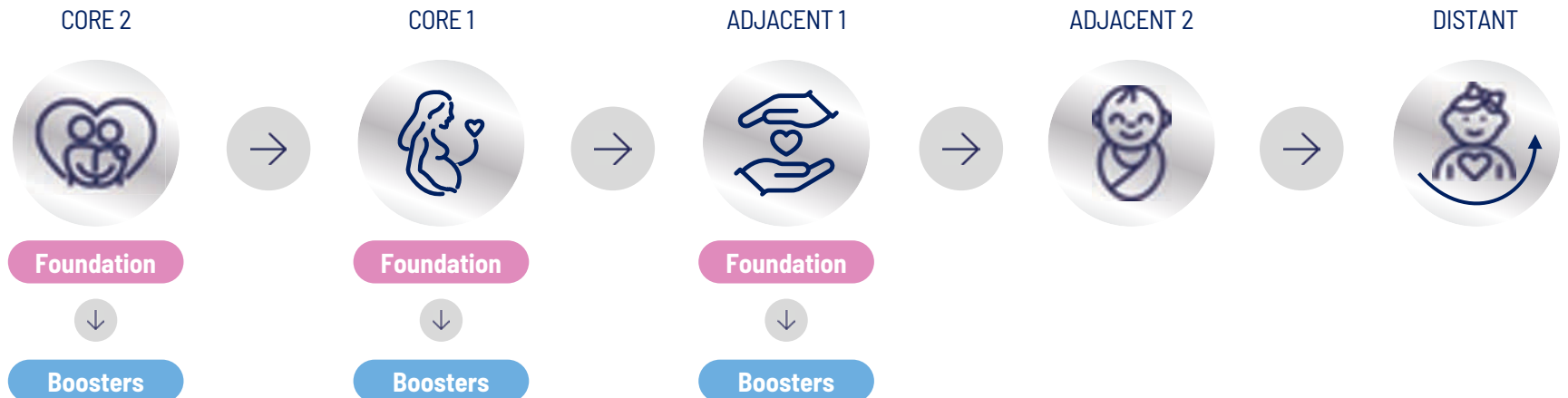
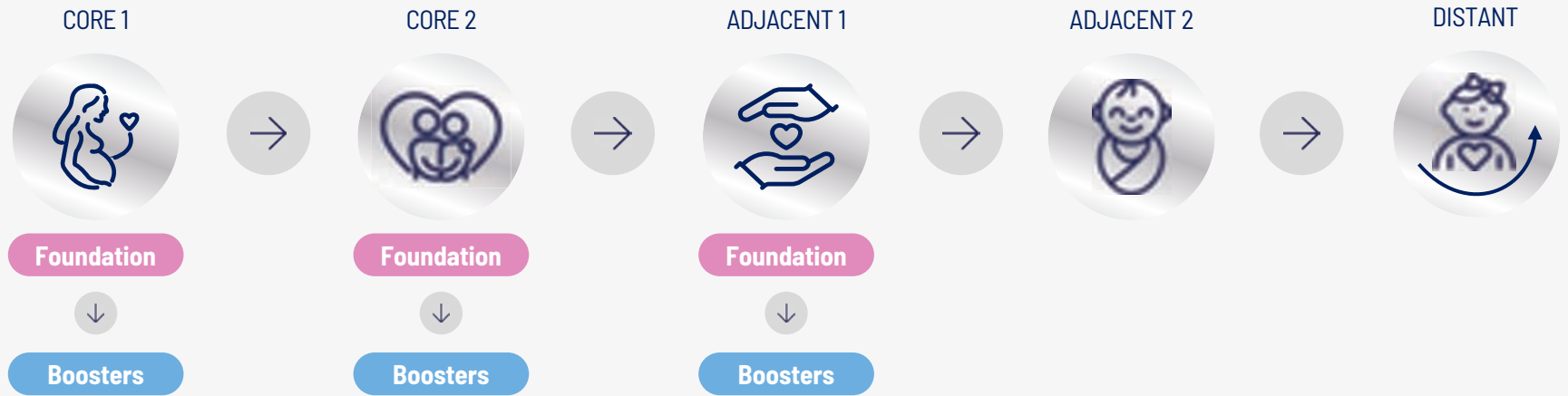


Launch Sequence

Launch Sequence

Market Development Model

based on Market Type



Naming Principles guided by the Brand Architecture



Core Line

- 01 **Masterbrand** (Elevit)
- 02 **Demand Space** (Pre-conception/
Fertility, Pregnancy...)
- 03 **When to take it** (pre & 1st
trimester, 2nd & 3rd trimester)
- 04 **Benefit** (Clinically proven
reduction of birth defects)
- 05 **Product Form & Descriptor** (Tablets)



Boosters

- 01 **Masterbrand** (Elevit)
- 02 **Ingredient** (Dha & Choline, Probiotics)
- 03 **Demand Space** (Pregnancy & Breastfeeding)
- 04 **Benefit Icon** (Brain & Eye Development)
- 05 **Benefit** (Specially formulated...)
- 06 **Product Form & Descriptor** (Tablets)



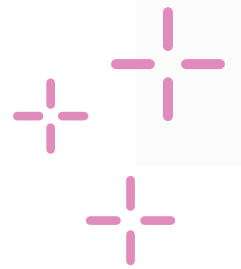
Infancy & Kids

- 01 **Masterbrand** (Elevit)
- 02 **Lifestage** (Infants, Kids)
- 03 **Ingredient** (i.e. Dha & Choline, Probiotics)
- 04 **When to take it** (Age)
- 05 **Benefit & optional icon**
(Supports strong bones)
- 06 **Benefit** (Specially formulated...)
- 07 **Product Form** (Tablets)



05

Brand World



elevit[®]

Brand
World





DESIGN IDEA

Confident beginnings from the heart

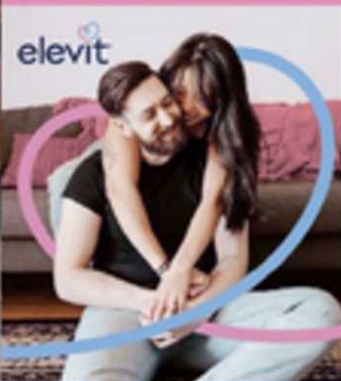
We know that becoming a parent is magical (and murky), filled with moments of joy, uncertainty, and discovery.

That's why we combine our world leading science with real-world understanding, to give your baby the very best start in life, while empowering you with the clarity and confidence you need at each and every stage of the journey.

Families at the heart

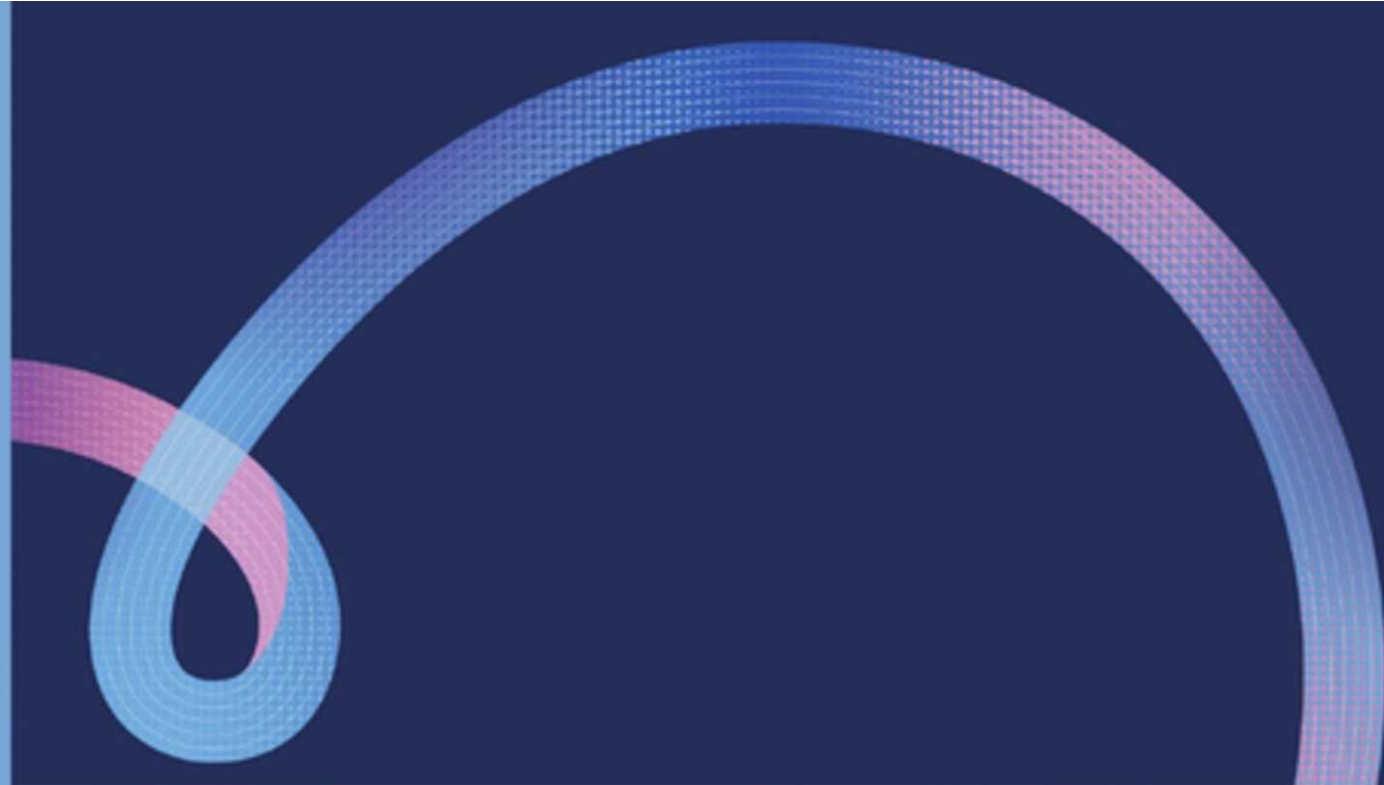
Putting families at the heart of our storytelling and placing an honest, relatable and authentic spotlight on their world. Baby's healthy beginnings are the focus of our story, but we also shine a light on parent's lived experiences along the journey.

Creative notes:
Authentic | Honest | Inclusive



Leading with science

The heart of our offer - Our category leading, science backed solutions, designed to nurture baby's healthy development from the earliest moment & support parents with clarity along the way.



elevit

Preparing you for a healthy pregnancy

Essential nutrients to give your baby the best start in life



elevit

DHA Omega 3

Vitamin D



07 days to OVULATION

YOUR FERTILITY JOURNEY

Creative notes:
Expert | Reassuring | Progressive



A loveline of empowerment

Providing empathetic, encouraging and positive empowerment for parents-to-be at every stage along the journey, filling parents with the confidence that they are doing the best for their baby and themselves.

Creative notes:
Uplifting | Warm | Confident

elevit



We're with you
all the way



elevit



We're with you
all the way

The world's No. 1 prenatal multivitamin brand

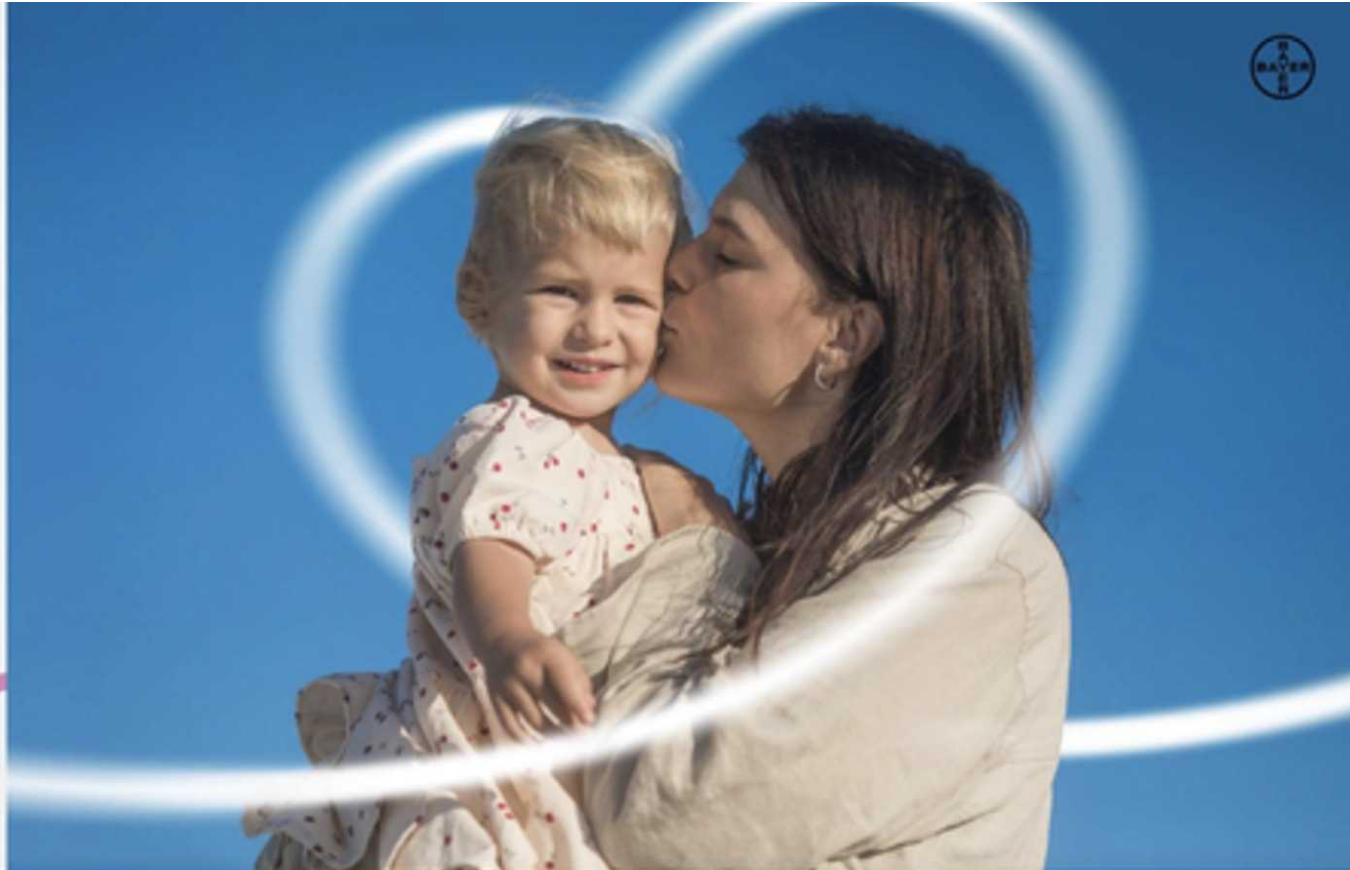


elevit

to support breastfeeding

Essential vitamins

Supporting you & your baby's health



Distinctive Brand Assets

Core brandmark

The Elevit brandmark is made up of two elements.

The logotype captures our nurturing nature. The slant of our 'e's creates a positive upwards movement, while our 't' is shaped to visually support the second element, our heart monogram. This represents our heart (pink) + science (blue) and the positive journey through life.



elevit®

The brandmark features the word "elevit" in a dark blue, lowercase, sans-serif font. Above the letters "v" and "i" is a stylized heart monogram composed of two overlapping loops: a pink one on the left and a blue one on the right. The "t" is uniquely shaped with a vertical stem that curves slightly to the right at the top, visually supporting the heart monogram.

Loveline

What it represents

Our Loveline is our HEART + SCIENCE. It represents empathy and positive journey through life, the loop in our heart is the sweet spot where love and science are connected - our brand DNA.

Our Loveline is a positive representation of life and always ends/progresses on an upward curve. It can be used on its own or with photography but should always wrap talent when used in this way (more detail on usage to follow)



elevit[®]

Essential vitamins
for breastfeeding





to support breastfeeding

Essential vitamins

Postnatal care breastfeeding vitamins

With you at every step

Postnatal care breastfeeding vitamins

elevit[®]

Nourish their
imagination



elevit[®]

with you at every step



Born from
science



Key Brand Assets

The correct application of our key brand assets shown opposite ensures a consistent look and feel. This ensures our brand is distinctive, memorable and recognisable across all touchpoints.

All information for creating Elevit communications is detailed over the following guideline pages.

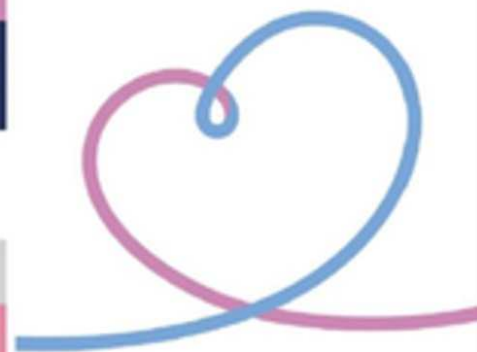
Core brand mark



Colour palette



Loveline



Tone of voice



We're
with you
all the
way

No1. doctor
recommended vitamins

Typography

Mooli
Regular

Our headline font

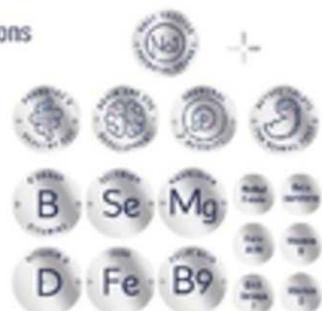
Barlow Semi Condensed
Semi Bold

Our sub headline font

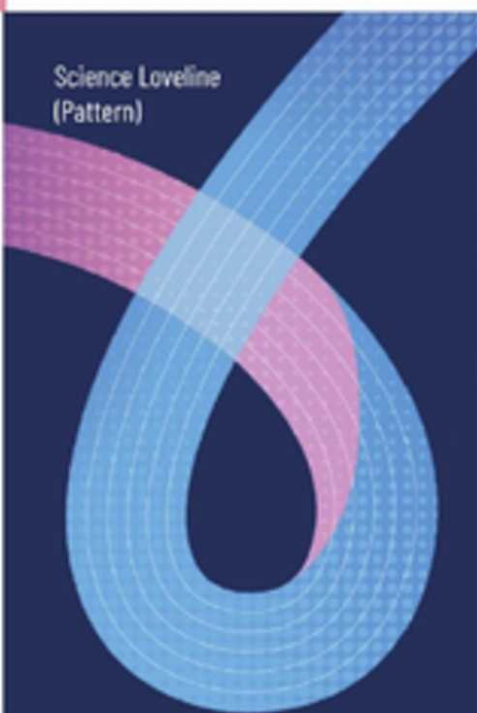
Barlow Semi Condensed
Regular

Our body copy font

Icons



Science Loveline
(Pattern)



Photography



Illustration



Packaging portfolio

Our product portfolio spans the whole fertility journey from preconception to child nutrition, our pillars each have their different colours to guide you through.



Pre-Conception & Pregnancy



Pregnancy



Authentic / Uplifting / Connected / Real



Breastfeeding



Baby & Kids



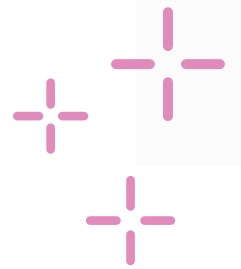
elevit

We're with you
all the way



A large, stylized number "06" in a dark blue, rounded font. The "0" is a solid blue ring, and the "6" is a solid blue shape. A pink ribbon-like element is intertwined with the "0".

Sustainability Strategy



Sustainability Strategy

Our Champion & Defend Areas



Our brand purpose and impact is **“give every baby the best start in life, by driving nutritional awareness and usage, and enabling access to essential vitamins”**

The sustainability **“Champion Area”**, is **aligned to our purpose and is social impact**. **Environmental aspects** will 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

Advancing equity in **life forming nutrition**

DEFENDS

Clean and Safe
Ingredients & Materials

The Challenge Elevit helps with

Every year, nearly **5 million children under five die from avoidable causes**. The main causes of these deaths are **complications from pregnancy and childbirth**—issues that can be prevented with better maternal nutrition and care.

Elevit embodies the essence of **“elevate life”**, allowing **parents to take charge of their nutritional health before, during, and after pregnancy**, supporting their right to nurture a safe life, through **2 key areas**:

- **Supporting both female and male fertility**, helping with **healthy conceptions** and **minimizing pregnancy complications**
- Driving change in maternal healthcare access through the **“Every Beginning”** platform—and partnerships with initiatives like **Vitamin Angels**, integrating essential nutrient support into healthcare systems

Unpacking our Sustainability Champion

Champion area:
Advancing Equity
in Life Forming Nutrition



How we bring to life our sustainability Champion Area

Advancing Equity in Life Forming Nutrition

01

Fertility



One in six people worldwide faces challenges in conceiving, impacted by **declining birthrates and fertility rates**. This statistic reflects **millions of personal stories** and couples seeking support. **Elevit will empower both male and female fertility** through **three key pillars**:

Innovative products, a commitment to **education**, and strong partnerships to **meet the needs of future parents**



Access

02

Around **149 million children under five** face developmental challenges due to **micronutrient deficiencies** in their first 1,000 days, from conception to age two. Elevit will **expand access to maternal health** and increase presence in emerging markets like **Africa and India**, where prenatal nutrition is urgently needed through **three key pillars**:

Access, education, and partnerships

Activation Case Example: Access & Awareness

01 The Initiative

Elevit is dedicated to giving every baby **the best start in life through its globally implemented impact platform, "Every Beginning"**. This initiative fosters connections among parents from diverse backgrounds, enabling them to support each other throughout **their parenting journeys**



02 The What

The **"Every Beginning" program** is built on **three core pillars: Nourishing Bodies, Minds, and Your Community**. These pillars are designed for seamless integration into existing **social media activations** and can be tailored to **meet local needs**. Elevit also features a consumer **platform and hub connected to its website**, allowing for easy sharing across various channels, including popular platforms like WeChat

03 The How

Elevit commits to enhancing access to **prenatal vitamins and minerals** while providing **education on nutrition** through partnerships with organizations like Vitamin Angels. By connecting **parents and parents-to-be through universal experiences**, the program ensures that all parents, regardless of their circumstances, **can nourish their babies from the very beginning**

Unpacking our Sustainability Champion

Champion area:
Advancing Equity
in Life Forming Nutrition

Activation Case Example: Partnerships

01 The Initiative/Partnership

Access to prenatal vitamins is a critical health equity issue. Elevit is committed to driving **nutritional awareness** and **access to essential vitamins and minerals**, particularly in emerging markets **where 86% of unsupported pregnancies occur.** Our partnerships with organizations like **Vitamin Angels** and **reach52 are pivotal in this effort.** **Vitamin Angels** continues its four pillars of **advocacy, education,** and more, while **reach52 is actively promoting maternal nutrition and MMS in Indonesia through door-to-door education and distribution, collaborating with the Indonesian Ministry of Health,** for example

02 The What

Elevit's Nutrient Gap Initiative aims to expand access to essential vitamins and minerals for 50 million people in underserved communities by 2030. This initiative aligns with Bayer's commitment to support **100 million individuals in economically or medically underserved areas through self-care.** Our focus is on providing the foundational nutrients vital for strong health from pregnancy onward, addressing the intersection of health equity and nutrition

Unpacking our Sustainability Champion

Champion area:
Advancing Equity
in Life Forming Nutrition



Creating the best outcome for mothers, the child, their children and the planet they'll inherit

As a **brand** that serves highly **vulnerable individuals in a highly vulnerable moment of their life's**, we need to be mindful of our commitment to provide **scientifically backed, effective, and safe supplements**

With a steadfast commitment on safety and efficacy, **Elevit must keep the earned trust of healthcare professionals worldwide**, making sure all materials that our product holds (ingredients and packaging materials) consistently avoids any contradictory or harming ingredient or add-ons

Unpacking our Sustainability Defend

Defend area:
Clean & Safe Ingredients



For full sustainability playbook, visit the elevit digital hub

Our responsibility

We commit to make sure **our products** are **formulated to minimize unnecessary excipients** and maintain a **clean label with minimal number of colorants and artificial flavours**

01



Continuous assessment of all ingredients and materials

(including packaging materials) to ensure Elevit portfolio are devoid of excipients that consumers deem 'undesirable' or 'unhealthy e.g. titanium dioxide, pfast, trough a cleansing summary and action plan - along with Medical, RA and Supply Chain community- based on our Science principles and Material Stewardship

02



Enforcement of Material Stewardship

for NPDs Megabrand, to ensure all innovations across megabrand portfolio respect brands ingredients guidelines

What to consider when activating Purpose



Focusing on **ensuring** every baby gets the best start in life by providing essential prenatal nutrition. We focus on prenatal health issues, offering scientifically-backed multivitamin solutions that prevent birth defects and support maternal and infant health. As we identify new needs, we expand our offerings **in alignment with our brand purpose**, avoiding solutions that stray from our mission, remaining true to our portfolio



Extended commitment to the needs of underserved communities, aiming to reach vulnerable populations who require accessible and affordable prenatal nutrition



Responsible to influence the HCPS and consumers alike, in the right direction, by providing the awareness and educational resources needed for every parent to nourish their children effectively



Remember, you are part of a purposeful, trusted, and credible brand that has already received recognition, such as the Reuters Sustainability Awards 2024 as Social Impact Award, so as we consider scaling or expanding, it's essential to tap into our credible experience and background. This approach will allow us to continuously evolve our sustainability ambitions and deliver on our commitments in a way that aligns with our brand's core values



[Click here](#) to watch Nutrition GAP Initiative video

