



Claritin®

Innovation

2025

Innovation Strategy Overview

- Allergy Category Innovation



- Most Recent Claritin Launches



- Brand Architecture



- Innovation Strategies



- Innovation Platforms




















- Innovation Roadmap and Incremental Value



Innovation in Allergy launched during 2020-2025 Claritin

Claritin and Main Competitors US

	2020	2021	2022	2023	2024	2025
	 <p>Launch of non-drowsy cool mint chewables</p>				 <p># Cooling and Soothing honey flavored syrup for adults</p>	 <p># Dye Free Chewable</p>
	 <p>Launch of Allegra & Nasacort combo value pack</p>	 <p>DISCONTINUED</p>	 <p># Launch of Hives adult allergy Tabs</p>			
		 <p># Launch of allergy wipes</p>	 <p># Launch of chewable options for both adult and paediatric</p>			 <p>Hives SKU for Adults and Kids</p>  <p># Low dose for mild symptoms</p>
<p>Other Brands</p>	 <p># Launch of Flonase allergy Tabs</p>	 <p>Switch 2021</p>	 <p># Switch 2022</p>	 <p># Launch of Flonase nighttime allergy Tabs</p>		

Claritin Innovation 2002-2025

Pioneer in Multi Symptom Relief



2002

1st Second Generation Switch

+200M



2007

Children's Chewable

+50M



2008

Liqui-Gels® 24 HR

+50M



2014

Redi Tabs® Juniors

+50M



2016

ClariSpray Nasal
API: Fluticasone Propionate

Discontinued



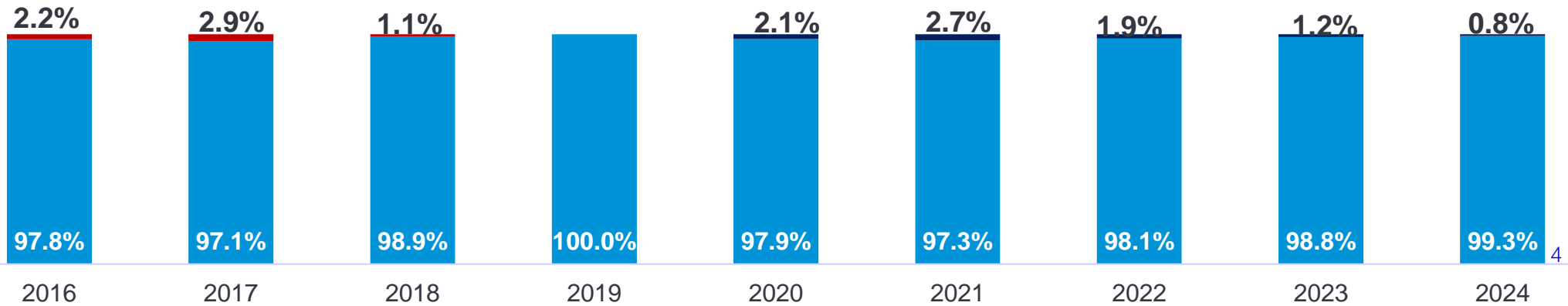
2020

Cool Mint Chewable

4M

Claritin New Product %

- Existing
- Clari Spray
- Cool Mint



2016 – Clari spray - 2 SKUS
2020 - Cool mint Adult Chews - 5 SKUS

Innovation Launched During 2019-2023

Claritin and Key Competitors - Country: Australia

	2020	2021	2022	2023
	 <p># Telfast launched 5-count packs of fexofenadine 180mg</p>			
	 <p># Allergy Management Kits containing Claratyne tablets and Nasonex nasal spray</p>			
	 <p># New package design # Combination SKU of Rhinocort nasal spray and Zyrtec tablets</p>		<p># Launch of a paediatric chewable option</p> 	
				

Claritin Most Recent Launches

Strong Momentum from New launches in Key Regions

▼ Honeypot - US



Powerful 24-Hour allergy relief, including itchy throat- in an instantly soothing cooling honey-flavored liquid.

US 2024

▼ Zumba - ME



Effective, and rapid multi-symptom allergy relief powered by nature and backed by science.

ME 2024, MX 2026, Asean 2027,

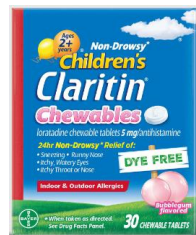
▼ ClariSpray - ME



Targeted congestion relief for allergy sufferers.

ME 2024

▼ Wholesome - US



Full replacement of our Kids Chewable business to dye-free

US 2025

▼ Taurus - China & Latam



INC Spray (mometasone) to treat severe allergy sufferers' needs.

CH, MX 2025

Claritin - Brand Portfolio Architecture

Brand Essence: **Clears You From The Limits of Allergies**

Brand Benefit: **Claritin Clears with Unbeatable Effective Relief**

Demand Space	Manage Everyday Symptoms Without Disruption			Targeted Relief exactly where I feel Symptoms	Stop Allergies Before they Start	
Sub Segment & Sizing Mio Eur	Everyday Relief (Core) 6,125	Enhanced Relief (Plus) 510	Maximum Relief (Max Efficacy) 1,790	Localized Relief 453	FUTURE OPPORTUNITIES	
Functional Benefit	Multi-Symptom allergy relief	Fast, long-lasting relief even from congestion	Most complete and efficacious relief	Specialized relief at a particular site (nose, eyes, skin)	Diagnostics 590	Prevention 468
Emotional Benefit	Freedom to get on with my day	Freedom to get on with my day when symptoms are challenging	Reassured to take on my day, even on my worst days	I feel optimistic that I can get a handle on this	Understand your allergies	Prevent/block allergies from happening
Product Attributes	Multi-symptom, 24 hour, Non-Drowsy Relief			Efficacious, Targeted relief, Medicated, Layered	Clarity about my condition and to better address it	Live as someone without allergies
	Easy to use and easy to swallow, Relevant form,	Additional indication, Efficacious and powerful, Full prescription strength, Fast, Long lasting	Most powerful nasal congestion relief, Maximum Strength, #1 pharmacist recommended		Identification of allergen sensitivity or triggers	Ongoing or Long-term curative, Drug-free
Role in Portfolio	Natural, non-medicated			Build Breath expansion into localized solutions	Build Breath by expanding into new territories	
	Build Core , Differentiated forms: Build Depth by increasing frequency of use	Build Breadth by extending indications and offer extra benefits	Build up Core and build Depth by offering the most efficacious solutions			
Naming Principles	Brand name should be close to Claritin or start with Clari / Clary / Clara, and then contain at least 3 letters which meaningfully communicate:					
	<ol style="list-style-type: none"> Benefit offered/need addressed –preferred, Body part targeted, Product format – last option if 1 or 2 not allowed 					

Innovation Strategy Summary

Claritin

Establish our brand as the leading choice for allergy relief by innovating and expanding our product offerings to enhance consumer experience and ensure maximum efficacy

● Scoping

Sub Segment

Everyday Relief
(Core)

Enhanced Relief
(Plus)

Maximum Relief
(Max Efficacy)

Localized Relief

Pillar

1 Reinvigorate the Core:

Ensure long-term relevance by upgrading to cleaner formulas, better flavors, sustainable packaging, and more appealing forms

2 Expand with Additional Benefits:

Enhance our product line by integrating new features that offer quicker, longer-lasting, and congestion relief, ensuring a superior experience for our customers

3 Lead with Maximum Efficacy:

Introduce best-in-class combination sprays that set a new standard consumer experience, effectively addressing barriers to use and improving compliance, while also strengthening the efficacy credentials of Claritin

4 Expand Offerings:

Launch complementary products that target symptoms at the source, capitalizing on significant incremental opportunities and enhancing our comprehensive treatment range

Key Initiatives

Formula Upgrades



Better Flavors



Appealing forms



Packaging



Congestion Relief



Fast Acting



Long Lasting



Combi Sprays



In-Licensing

Development

● M&A

Dymista

Nasal Congestion Spray



● Hives



● Eye Drops



Category Overview

OTC Global Market View

Claritin

\$8.9B



45%
Multi-Symptom Relief (\$)

Current Market Size

Provide a **convenient and appealing solution** for consistent relief (Forms, Flavors, Convenience)



7%
Multi-Symptom Plus Relief (\$\$)

Provide **multi-symptom plus extra benefit** (Speed, Duration, Extra Claim)



18%
Maximum Relief (\$\$)

Provide most **complete allergy relief** (For worst and most severe days)



30%
Targeted Relief

Targeted **directly at the site of the symptom** (Nose, Eye, Ear, Skin, Throat)

44%
(+0,5% 3 YR CAGR)



Core

6%
(+3% 3 YR CAGR)



18%
(+2% 3 YR CAGR)



17%
(+5% 3 YR CAGR)



Natural Non-medicated

Genexa
Hylands
1%
(+3% 3 YR CAGR)



1%
(+2% 3 YR CAGR)



13%
(+5% 3 YR CAGR)



RESTRICTED

We looked at the market through the eyes of consumers

Claritin

\$8.9B



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Core

Reinvigorate Core

Upgrading our core with cleaner, better tasting, more relevant solutions (~13%)

Expand with Benefits

More than relief—speed, duration, and extra claims (~20%)

Accelerate Growth

The #1 Consumer Demand (~50%) - Leading with Maximum Efficacy

NO GO

Highly saturated with limited potential to grow (<4%)

Grow with Localized Relief

With targeted efficacious solutions (12%)

Natural Non-medicate

Explore Natural Trend

An emerging space with promising potential — (~12%)

Highly saturated with limited potential to grow (<4%)

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Claritin.

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STRATEGIC PILLAR 1

Reinvigorate the Core

Expand with Benefits

More than relief—speed, duration, and extra claims (~20%)

Accelerate Growth

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RESTRICTED

Pillar 1: Reinvalidate Core

Claritin

Ensure long-term relevance by upgrading to cleaner formulas, better flavors, more appealing forms, and sustainable packaging

1.1 Formula Upgrades



Free from the stuff I don't want—
so I feel good giving it to my
child

Removing ingredients with
negative associations
enhancing safety profile
(*Project Wholesome*)

Having a product at parity or
superior in terms of ingredients

1.2 Flavors



Make allergy medicine taste
good so my child takes it
without resistance

Delivering the best-tasting and
“Free Of...” formula (*Project
Coconut Water*)

Delivers the best taste with
top safety standards

1.3 Forms



Kids: Keep my child feeling
healthy with easy daily treatment

Adults: Easy, tolerable medicine
to prevent and manage attacks

Easy-to-take gummy with great
taste—no water, mess, or fuss
(*Project EverClear*, and convenient
chewable form under *Koala*)

Must be incremental and relevant to
support daily regimen to prevent
allergy attacks.

1.4 Packaging



I want sustainable packaging
that feels like a better choice.

Enhance packaging sustainability
and uplift our current design for a
fresher, more trusted look.
Project Midori and Jager

Must be validated, preferred by
consumers, and have no
negative impact on sales

Consumer
Need

How
to
Win

Needs
to be
true

We looked at the market through the eyes of consumers

\$8.9B



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STRATEGIC PILLAR 1

Reinvigorate the Core

STRATEGIC PILLAR 2

Expand with Benefits

Accelerate Growth

The #1 Consumer Demand (~50%) - Leading with **Maximum Efficacy**

NO GO

Highly saturated with limited potential to grow (<4%)

Accelerate Growth

With targeted efficacious solutions (12%)

Natural Non-medicated

Explore Natural Trend

An emerging space with promising potential — (~12%)

Pillar 2: Expand with Added Benefits

Claritin

Enhance our product line by integrating new features that offer quicker, longer-lasting, and congestion relief, ensuring a superior experience for our customers

2.1 Speed



When allergies hit, I need fast, effective relief so I can quickly experience life, as I don't have allergies

Offering meaningfully fast allergy relief (*Project Moonshine*)

Technology must demonstrate onset of action within 30 minutes to support strong claims

2.2 +Congestion



Congestion is the worst—for me and my kids. We need relief that lets us finally breathe

An accessible, on the shelf that relieves congestion (*Project Picard*), and unlock access to Deslo via *Novvy* – liquid gels

Acquiring the assets and clinical dossiers to support the claim (*Picard*). Prove Bioequivalence for *Novvy*

2.3 Duration



My allergies drag on for days—I need relief that lasts so I take less medicine

Providing long-lasting, multi-day allergy relief (7 days) for adults and kids (*Project BigDipper*)

Experience matches consumer expectations and can justify premiumization

Consumer Need

How to Win

Needs to be true

We looked at the market through the eyes of consumers

\$8.9B



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STRATEGIC PILLAR 1

Reinvigorate the Core

STRATEGIC PILLAR 2

Expand with Benefits

STRATEGIC PILLAR 3

Lead with Maximum Efficacy

NO GO

Highly saturated with limited potential to grow (<4%)

Accelerate Growth

With targeted efficacious solutions (12%)

Natural Non-medicated

Explore Natural Trend

An emerging space with promising potential — (~12%)

Pillar 3: Lead with Maximum Efficacy

Claritin.

Introduce best-in-class combination sprays that set a new standard consumer experience, effectively addressing barriers to use and improving compliance, while also strengthening the efficacy credentials of Claritin

3.1 Maximum Relief



Consumer
Need

When allergies hit hard, I need fast, powerful relief that tackles it all—so I can breathe and feel normal again.

How to
Win

Breakthrough allergy relief that beats the competition—delivering the most effective, fast-acting solution for severe, multi-symptoms. *Lark, Aperol and Dymista M&A.*

Needs to
be true

Define the most disruptive yet feasible maximum relief opportunity(ies)

We looked at the market through the eyes of consumers

\$8.9B



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STRATEGIC PILLAR 1

Reinvigorate the Core

STRATEGIC PILLAR 2

Expand with Benefits

STRATEGIC PILLAR 3

Lead with Maximum Efficacy

NO GO

Highly saturated with limited potential to grow (<4%)

STRATEGIC PILLAR 4

Expand Offering

Natural Non-medicated

Explore Natural Trend

An emerging space with promising potential — (~12%)

Pillar 4: Expand to Targeted Solutions

Claritin.

Launch complementary products that target symptoms at the source, capitalizing on significant incremental opportunities and enhancing our comprehensive treatment range

4.1

Instant Breathing



4.1

Soothe Skin and Eyes



Consumer
Need

When my allergy symptoms hit hard, I want instant, powerful relief from all of them, especially congestion.

Win with the fastest congestion relief in the allergy market. (Afrin hardware)

Build a halo that positions Claritin as the fastest allergy brand

Must sit under the Claritin brand, leverage its strong equity, and launch with test and learn approach before scaling.

How to
Win

When I suffer from allergies, all my symptoms are really bothering but my hives and eyes symptoms really impact how I look and feel

Enter highly incremental territories like eye symptoms and hives

Must sit under the Claritin brand, leverage its strong equity.

Needs to
be true

Innovation Platform: Pillar 1 Reinvigorate Core

Claritin

Everyday Relief
(Core)

Enhanced Relief
(Plus)

Maximum Relief
(Max Efficacy)

Localized Relief

2025

2026

2027

2028

2029

2030+



WHOLESOME
Chewables dye free



SHIRAZ
Extra Strength Junior's Chewable



COCONUT WATER Mixed Berry Clean Syrup



NEW PACKAGING - Global
Jagger '28 tab, Midori '29 Liq



KOALA
Adults and Kids Chewables ExUS

POPS & CLUSTERS
Clean Syrup and Chews (Replace)



EVERCLEAR
Global Loratadine Gummy 2032 INS 20MM

PROJECT	JTBD	INSIGHT	NEXT STEPS	RISK
Wholesome	Protective Parent	Free from the stuff I don't want—so I feel good giving it to my child	Launched 2025	●
Shiraz	Prevent Feeling Excluded	When my child experiences allergies, I want a medication that is both effective and powerful so my child, can be a kid and enjoy life without interruptions	Launch Jan 2026	●
Coconut Water	Protective Parent & Prevent Feeling Excluded	I want to feel like I'm doing my best as a parent, so I prioritize looking for a safe and effective allergy medication that treats the worst symptoms.	Finalize Packaging and FDA submission	●
Midori & Jager	Sustainability & Ease of Use	I want sustainable packaging that feels like a better choice. Give me a solution that I can take on the go (sachet)	Validate idea with consumers and identify incremental opportunity with new pack design / sustainability	●
Pops & Clusters	Protective Parent	Free from the stuff I don't want—so I feel good giving it to my child	Formula Development	●
KoalaEx	Provide multi-symptom allergy relief with a signal that the product is starting to work and provides a pleasant experience. People adopt behaviors when the experience is enjoyable.	I want to enjoy life's moments so when my allergies flare up I want relief as quickly and convenient as possible	Batches for BE study to be done in May, Assess if the flavor has the right intensity for ROW	●
Everclear	Deliver Allergy relief in highly preferred gummy form to drive compliance	Kids: As a parent, I want my child to enjoy life without the struggles of allergies, but I want something that is effective, easy to give and free of unnecessary ingredients Adults: I deal with allergies and take medication for my symptoms, but I want something that is pleasant, easy to take, and free of unnecessary ingredients.	Concept testing and volumetric	●

Innovation Platform: Pillar 2 Expand with Added Benefits

Claritin

Reinvigorate the Core

Expand with Benefits

Lead with Maximum Efficacy

Localized Relief

2025

2026

2027

2028

2029

2030+



PICARD
Desloratadine
Switch US
Tablets '28, Syrup '29



NOVYY
Desloratadine
Liquid Gels
CA, AUS, UK, SAU



MOONSHINE
Faster acting
Liquid Gels
2032+



BIG DIPPER
7-Day relief patch
with deslo
2033+

PROJECT	JTBD	INSIGHT	NEXT STEPS	RISK
Picard	Multi Symptom allergy relief including congestion as POD	"I am too busy to have my daily routine disrupted by my allergies. The nasal congestion is the worst, it impacts every aspect of my daily life and keeps me up at night, so I feel drained the next day.	Finalizing negotiations and contracts with Organon	●
Novyy II	Provide Multi-Symptom relief in an easy to swallow and fast acting perceived form	"I am too busy to have my daily routine disrupted by my allergies. The nasal congestion is the worst, it impacts every aspect of my daily life and keeps me up at night, so I feel drained the next day.	Working on dissolution tests for reference products prior to BE study	●
Moonshine	Formula enhancement – on set of action improvement to offer fast relief	When allergies hit, I need fast, effective relief so I can quickly experience life as if I don't have allergies.	Working with US on volumetric approach, In-vivo tests to be done 1H in 2026	●
BigDipper	Deliver Long Lasting Allergy relief	"Taking my allergy medicine everyday is just one more responsibility in my already busy life. If I miss a day, I feel terrible until I get back on track. I wish I could just forget about my allergies altogether and experience that sense of freedom."	Skin tolerability results expected Jan 26. Go/No Go decision Q1.	●

Innovation Platform: Pillar 3 Lead with Maximum Benefits

Claritin

Reinvigorate the Core

Expand with Benefits

Lead with Maximum Efficacy

Localized Relief

2025

2026

2027

2028

2029

2030+



LARK
Combination Spray
Aze+Fluti AUS

Dymista



APEROL
Combination Spray
with superior experience
2032+

PROJECT	JTBD	INSIGHT	NEXT STEPS	RISK
Lark	Provide long lasting and fast acting allergy relief	Allergies can be so frustrating, particularly when you don't know when they are striking next, so you need the confidence that you are one step ahead and have control over your symptoms	Waiting HA approval	●
Aperol	Formula enhancement – on set of action improvement to offer fast relief	I know sprays do a great job at treating my allergies, but I do not like the dripping, taste and overall experience.	R&D just kicked a workstream to explore technologies that can deliver on TPP	●
Dymista	Provide long lasting and fast acting allergy relief	Allergies can be so frustrating, particularly when you don't know when they are striking next, so you need the confidence that you are one step ahead and have control over your symptoms	Possible acquisition, asset being deprioritized by current owner	●

Innovation Platform: Pillar 4 Targeted Relief

Claritin

Reinvigorate the Core

Expand with Benefits

Lead with Maximum Efficacy

Localized Relief

2025

2026

2027

2028

2029

2030+



Hives US



NOISY (Hold) Oxymentazoline Spray US



ClariEye US

PROJECT	JTBD	INSIGHT	NEXT STEPS	RISK
Noisy	Fast Relief and prevent escalation	Even when I take my allergy medication, my congestion does not seem to go away, and I want something that could help me breath freely	Start exploratory work – Considered as Plan B	●
Eye	Prevent Escalation and Fast Relief	Effective, fast-acting relief from eye allergy symptoms that disrupt daily life, with a focus on alleviating discomfort and enhancing overall eye health	Start exploratory work – Considered as Plan B	●
Hives	Prevent Attack and Escalation	When I suffer from allergies, all my symptoms are really bothering but my hives really impact how I feel and look	Start exploratory work– Considered as Plan B	●

Claritin – Innovation Roadmap

Claritin

Brand Essence: Clears You From The Limits of Allergies

Demand Space

Manage Everyday Symptoms

Everyday Relief (Core)

Enhanced Relief (Plus)

Maximum Relief (Max Efficacy)

Targeted Relief

2025

2026

2027

2028

2029

2030+

RWE Claims



WHOLE SOME
Chewables dye free



SHIRAZ
Extra Strength Junior's Chewable



COCONUT WATER Mixed Berry Clean Syrup



KOALA
Adults and Kids Chewables ExUS



NEW PACKAGING
Jagger '28 tab, Midori '29 Liq



PICARD
Desloratadine Switch US
Tablets '28, Syrup '29



NOVY
Desloratadine Liquid Gels



KOALA ME
Adults and Kids Chewables Egypt in 2025, Saudi 2026



TAURUS
Mometasone Spray China, MX



LARK
Combination Spray Aze+Fluti AUS



CLARISPRAY
Oxy Spray ME



Hives US



NOISY (Hold)
Oxymetazoline Spray US



EVERCLEAR
Loratadine Gummy 2032
INS 20MM



MOONSHINE
Faster acting Liquid Gels 2032+



BIG DIPPER
7-Day relief patch with deslo 2034+



APEROL
Combination Spray with superior experience 2032+

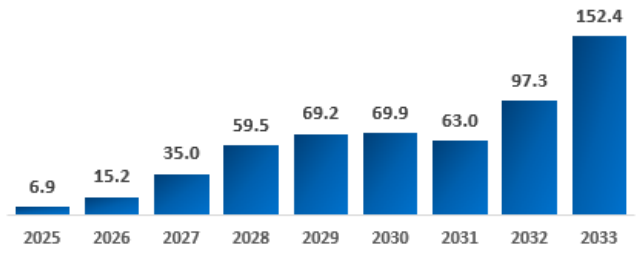
● Pre Development
● Development

Pipeline Value

Innovation contributes 18% to brand growth in SBP, with potential for greater long-term impact

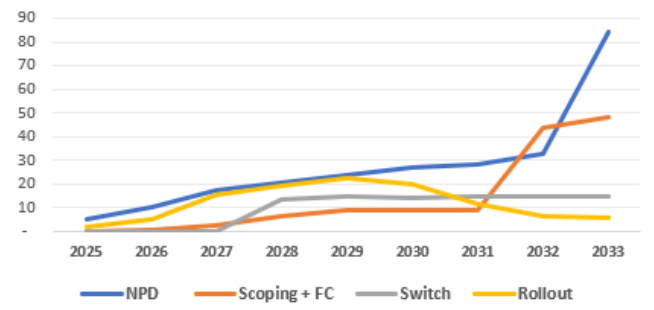
Total Innovation Value

Figures in Mio Eur



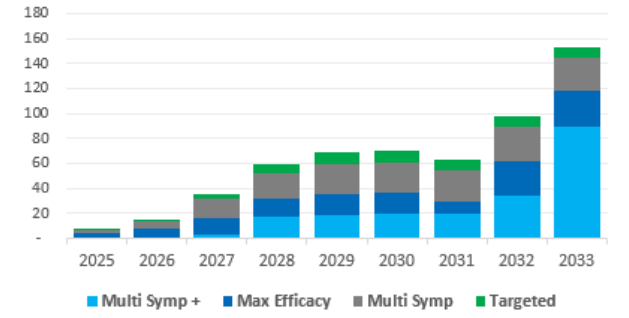
Innovation by Type

Figures in K Eur



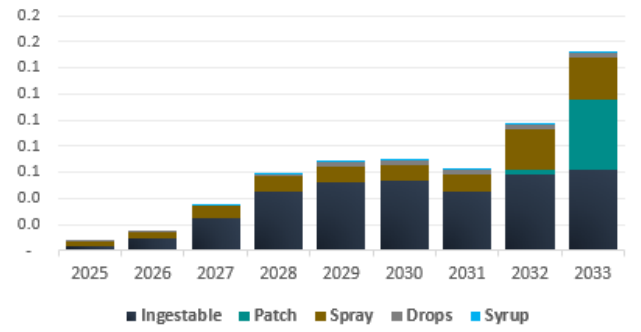
Inno by Architecture Pillar

Figures in K Eur



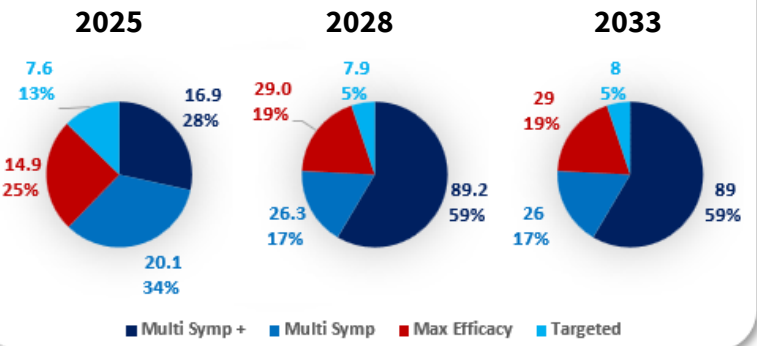
Inno by Product Form

Figures in K Eur



Contribution per Pillar

Figures in K Eur



Brand Portfolio Architecture – Our Template

Claritin

Brand Essence: Clears You From The Limits of Allergies

Manage Everyday Symptoms
Without Disruption

Targeted Relief exactly
where I feel Symptoms

Everyday Relief (Core)

Multi-Symptom allergy solutions that relieve allergy symptoms such as sneezing, runny nose/itchy nose, itchy or watery eyes, itchy throat.

Enhanced Relief (Plus)

Multi-Symptom solutions that provide **additional benefit(s)** in allergy treatment, such as **faster onset** of action, **longer duration**, and/or relief from **nasal congestion**, etc.

Maximum Relief (Max Efficacy)

Solutions that provide **superior efficacy** in allergy treatment, such as complete and most efficacious relief including congestion.

Localized Relief

Solutions that provide allergy support toward a **particular site** (nose, eyes, skin)

Sub Segment

Product Offering

Adults

Core



Tablets



Liquid Gels



12 Hr Reditabs



24 Hr Reditabs



Syrup



Chewables



Soft Chewable

Speed Perception

Preferred Forms

Core



Syrup



Chewables



Chewables dye free



Clean Formula



Soft Chewable

Preferred Forms

Kids



Moonshine Faster acting Liquid Gels



Desloratadine with congestion relief claim Via Picard (US Switch)



Desloratadine LGs with congestion relief claim Novvy for RoW



7-Day relief patch with deslo



Multi-symptom Plus Congestion Natural Relief – ME, Asean

Pills



Loratadine + Pseudoephedrine



Single Ingr. Spray Mometasone – AUS, UK, SWD, MX, CH

Sprays



Combination Spray Aze+Fluti AUS



Combination Spray with superior experience

Sprays



Single Ingr. Spray Mometasone



Extra Strength



Oxymetazoline Spray For Congestion – ME, CA, Asean



Eye Allergy Drops – CA, SWD



Sea water for cleansing and help with congestion relief – ME, Asean, AUS



Sea water for cleansing and help with congestion relief – ME, Asean, AUS

Innovation