



# Global Brand Sustainability Playbook



# Welcome to Our Sustainability Playbook!

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This document provides guidance to our Aspirin community worldwide on how to activate sustainability in markets, consistently aligned to the brand's unified sustainability strategy, ideology and positioning. Acting as north star, it provides a comprehensive overview of cross-functional efforts of Aspirin Sustainability strategy implementation across all relevant areas of the value chain.

# WHAT YOU FIND IN THIS PLAYBOOK

## 01

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### Introduction

The basics of sustainability at large, for Bayer, and for Aspirin

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### Champions, Defends & Manifesto

The heart of our brand sustainability strategy: the topics we will champion vs. defend from

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### Ambition & Commitments

Becoming a more sustainable brand by 2030

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### Action Roadmaps

Step-by-step cross-functional collaboration to 2030.

# 01

## INTRODUCTION



# Before we start, let's clarify what Sustainability means to Bayer

A growing and aging population and the increasing burden on ecosystems are among the biggest challenges humanity faces. As the world's leading company in healthcare and nutrition, Bayer contributes to solving these global challenges by **sustainably improving farming and access to nutrition and healthcare** – and thus people's lives.

Thinking of the **17 Sustainable Development Goals**, adopted by the United Nations as a global framework to reach peace and prosperity for all people by 2030, across our three divisions we can influence many different arenas, having the biggest corporate impact on those highlighted to the left.

For Bayer, and consequently all its brands, **sustainability holds environmental, societal and economic lenses**: as a company, we must find ways to minimize our impact on the planet while commercially delivering self-care solutions and literacy to people all around the world.

**It is important to remember that sustainability is more than CSR.** It safeguards business success by unlocking opportunities for optimization in our operations and inclusive growth, acting as a key driver for innovation. While embracing non-commercial approaches and donations remains part of our responsibility to society, we must go beyond and make sure **sustainability itself becomes sustainable**, embraced by all areas of the business and our brands with a **long-term commercial mindset**.

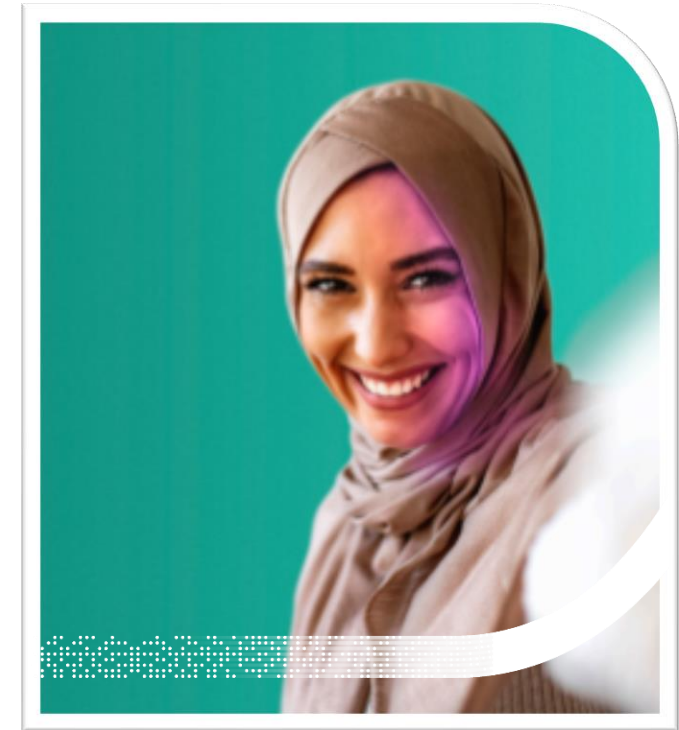


# But then what does it mean to Bayer brands, and Aspirin specifically?

A sustainable brand is one that has **successfully integrated environmental, economic and social issues into its end-to-end value chain**. It surprises and delights all its stakeholders, today and in future generations, by being good and doing good for **people, planet, and profits** too.

Becoming a sustainable brand takes time and effort – thinking of the sustainability maturity scale below, getting to a high level requires **improving businesses practices holistically**, be it how ingredients are sourced, how products are manufactured and distributed, how consumers are represented in media and advertising.

It is important to remember that given each of our brands is uniquely positioned and holds its own value, beliefs, and purpose, naturally their **sustainability expressions will also be unique**. While on Corporate level Bayer focuses on a core set of SDGs, some of our brands might go beyond and explore links with other SDGs, which are closer to their **DNA** in a more organic way.



Sustainability is not part of the brand at all

**Level 0**  
**Below Threshold**

Sustainability is led by the corporate brand and its intent.

THRESHOLD

**Level 1**  
**Conventional**

Brands is compliant with the regulatory basics of sustainability.

**Level 2**  
**Getting Started**

Brand is activating sustainability ad hoc whilst beginning its strategic thinking.

**Level 3**  
**Promising Progress**

Sustainability is an emerging priority for the brand and is beginning to show in its mixes.

**Level 4**  
**Emerging Leader**

Brand leads bold sustainability initiatives that protect against threats and enhance its image with stakeholders.

**Level 5**  
**Catalyst For Change**

Brand is recognised as a catalyst for positive change across all parts of its value chain and beyond.

Sustainability is fully embedded in core of the brand and its value chain

# For Aspirin, Sustainability means to provide access to life saving heart health, connected to SDG 3

In line with our Global Megabrand strategy, Aspirin is the cornerstone of Bayer's reputation and scientific heritage. As a global leader in Pain, Cardio, and Cough & Cold categories, Aspirin revolutionized pain treatment and laid the foundation of the pharmaceutical industry 125 years ago—a science milestone discovered by Bayer.

Aspirin's **impact is immense**, not only in alleviating pain but also in addressing significant health challenges. With a **stellar reputation** among consumers and customers, our brand has the power to uplift and is deeply connected to our Bayer's impact: "Science for a better Life".

Our **greatest impact lies in Cardio Health**, as health inequality and the climate crisis worsen health disparities and increase cardiovascular risks in underserved communities.

Aspirin's mission is **to save lives**, particularly in the most vulnerable areas. By raising awareness, driving action, and providing treatment, we strive to better serve our consumers, amplifying our reach and ensuring a profound difference where and to whom it matters most.

In the upcoming chapters of this playbook, you will deep-dive in the **strategic pillars and commitments** that lead Aspirin to connect and contribute to Good Health and Wellbeing as **brand-specific, core SDG**.



Calls for ensuring healthy lives, supporting universal access to affordable medicines, prevention and treatment of communicable diseases included as focus areas within the total Goal scope.

02

CHAMPIONS,  
DEFENDS &  
MANIFESTO



# Starting Point

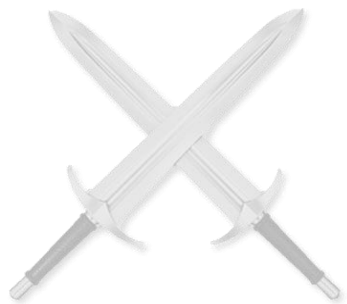
For Aspirin, our strategic starting point is the **Brand Hive**, especially our **Purpose**, the reason we exist beyond simply making a profit, and our **Impact**, as our social/environmental or economic expression in the world.

Our sustainability strategy is built true to how we think as a Brand, following the principle that all efforts must be **connected and coherent to the brand's ideology**, adding value to consumers, customers, partners and unlocking business growth in a **meaningful way for our brand** (building, not harming, equity).

Our **sustainability manifesto** and the **pillars of our strategy**, called **Champions & Defends**, follow these guidelines.



# Aspirin Champion is centered on Access while Defends focus on Environment






Champions are sustainability topics we want to be known for and to amplify with consumers, customers, and partners to drive preference. They are key differentiators and offer us competitive advantage. But remember, we must have right to play and credibility with our swords.



Defends are topics we need to be aware of to avoid alienating consumers, customers, partners, or other opinion formers. We must work on them and make sure they are in place for protection not for competitive advantage.

Aspirin has selected 3 Champions & Defends



CHAMPION	DEFENDS
<b>Access to life saving heart health</b> 	<b>Recycling Packaging</b> (Reducing environmental impact and increasing) 
	<b>Carbon Reduction</b> (Following Bayer's Climate Commitment Net Zero by 2050) 

# Our sustainability manifesto serves as the north star to our strategy

## HEARTBEAT

Aspirin has been saving (preventing and treating) the lives of those with compromised heart health for over 120 years through its breakthrough, but simple, mode of action that inhibits platelet aggregation reducing the risk of blood clots.

The brand enables people to feel safe every day from a heart event, enabling them to live life to the full and giving reassurance to their loved ones.

## HEALTH FOR ALL

Aspirin removes barriers to improve heart health and save lives in underserved communities. It breaks down system barriers from awareness to treatment.

Aspirin believes in preventing the distress associated when cardiovascular issues present themselves. We understand that most people don't experience noticeable symptoms - it can go undetected for years and is often called "the silent killer".



# ASPIRIN<sup>®</sup>

## The Heartbeat Of Health For All

# Important Guidance

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You have now seen our selected Champions and Defends and how they translate into our Manifesto.

**But how exactly is our Manifesto meant to be used? What is its role in our strategy?**



## Strategic Backbone

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Our manifesto summarizes to Bayer teams, in a short, crisp sentence, **what our sustainability focus is all about**. Being reflective our Champions as the topics we want to be famous for, it serves as backbone that links strategy to implementation, **inspiring and steering some of our core actions** (later outlined in Actions Roadmap chapter).

## Not External Facing

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While our manifesto is meant to inspire and steer our focus sustainability actions that show up to the world, it is **not an external facing copy in itself**. It isn't meant to be amplified externally with consumers, customers, partners, as what they will see is rather **what we choose to do to bring our manifesto and champions to life**.

 **ASPIRIN**<sup>®</sup>

Deep Dive into Our Champion



# The Unique Challenge Aspirin can help with

**Health inequality** affects more than half of the world's population. Over 4.5 billion people are not fully covered by essential health services, leading to a struggle for access to basic healthcare. This has pushed nearly two billion people into financial hardship and driven over 1.3 billion deeper into poverty, as they try to access basic services and medicines.

This stark reality highlights the widening gap in health equity and the ongoing human rights tragedy on a massive scale.

The interconnected crises of our time—**health inequality, and the climate emergency—exacerbate these disparities**. Rising temperatures, as noted in the Paris Agreement, have been identified as a significant public health risk, increasing the likelihood of severe cardiac events.

The above conditions **elevate the risk of cardiovascular illness, particularly in underserved communities**. For instance, African Americans are 2-3 times more likely to die from heart disease compared than their white counterparts, reflecting deep-rooted health inequities.

In a world of uncertainty, prioritizing health can be difficult, even at a tipping point. Aspirin offers simple, trusted solutions for preventing and treating health issues, while recognizing that **life for the underserved** is far from simple.



# What do we stand for and how do we contribute to solving the problem?

Aspirin understands **health is a fundamental human right** and believes health should be within everyone's reach, enabling all people to achieve remarkable things, big or small.

For over 120 years, our brand has pioneered heart health and remains dedicated to leading the way. We know that **simplicity** is key to solving big problems, so we believe and its **power** to address even the most daunting health conditions, especially those of the heart- essential to life.

Despite systemic barriers, we are committed to providing **accessible and straightforward solutions** for preventing and treating fundamental health challenges with humanity and humility.

To overcome the triple health crisis, we will support **expanding access to affordable, simple, and responsible products** and services that address heart health challenges, particularly cardiovascular problems, among those with limited access to healthcare.

In the upcoming chapters of this playbook, you will deep-dive in the **strategic pillars and commitments** that lead Aspirin to connect and contribute to Good Health and Wellbeing as **brand-specific, core SDG**.



# How does Aspirin contribute to solving the problem?

We put the transformative power of simple, accessible solutions to change one's health into the hands of all, increasing access to heart health solutions to save more lives.

Aspirin reaches 90% of the world's population through a platform that transforms lives by educating, treating, and preventing the most debilitating and life-threatening health issues.

Our ambition is to save 20 million more lives and double category growth by breaking through barriers of awareness, action, and treatment with a transformational growth model that accelerates penetration through a holistic and expanded approach.

- Driving **risk awareness** and prevention through proactive consumer **action**, as CVD remains the leading cause of death globally—yet most consumers are unaware of the risk factors or their own susceptibility
- Ensuring **access** to Aspirin product and services for every consumer at risk of CVD, addressing the 50% gap of global population that lacks basic health services.
- Making sure every consumer at risk of CVD can **afford** Bayer Aspirin, addressing the higher risk among low-income consumers (74% in emerging markets), increasing market penetration.



# How do we provide access to life saving heart health



# 01

## RISK AWARENESS & ACTION

The combination of both will empower consumers in understanding their risk factors for CVD and taking proactive steps to manage their health. By addressing key barriers—such as limited understanding of risk factors, personal risk perception, and the role of Aspirin in treatment—we aim to drive meaningful behavior change. Through strategic partnerships with retailers, NGOs, and other credible organizations, we amplify education and scale our impact. We leverage targeted communications, campaigns, and activations to highlight risks, encourage action, and communicate the benefits of Aspirin—particularly among low-income consumers.

## In Practice: Partnership with WomenHeart in the USA

### WHY

To empower women and heart health champions to prevent and manage CVD by: **Educating on risk** factors, prevention, and action steps.

**Driving awareness** through heart health risk assessments (HUMA) and HCP conversations.

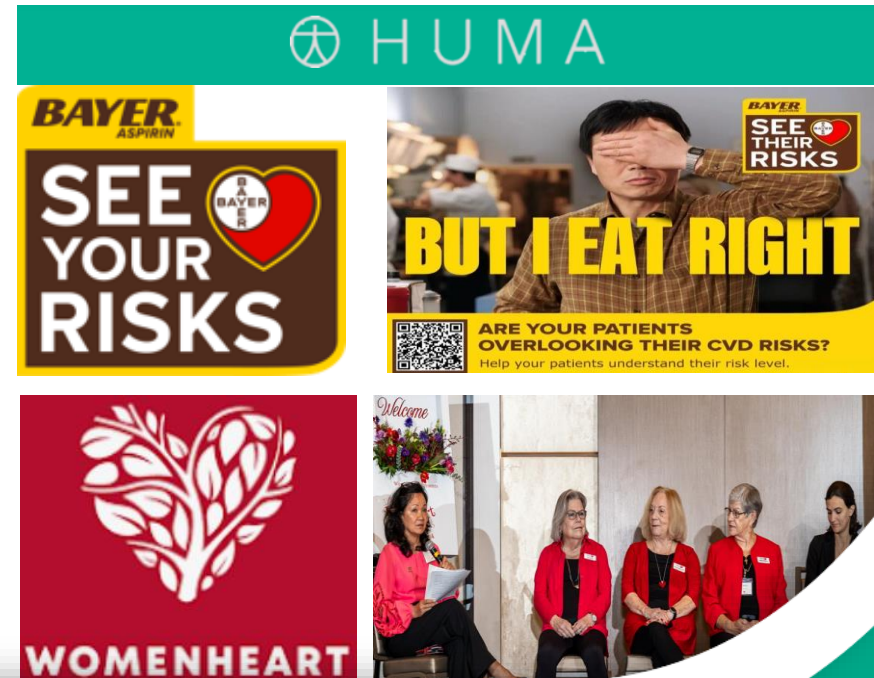
**Advocating for better** CVD prevention and diagnosis with key stakeholders.

### HOW

**Scalable Education:** Online training for 150K women, covering traditional and emerging risks like extreme weather and pollution.

**High-Impact Forums:** Conferences in Miami, Houston, and Nashville to expand awareness and drive prevention.

**Strategic Engagement:** Consumer and employee activations to amplify reach.



# How do we provide access to life saving heart health



## 02

### ACCESSIBILITY

Addressing critical barriers to accessibility—ranging from product availability in rural areas and health deserts to access to healthcare services, diagnostics, and education. By leveraging strategic partnerships, we expand reach and ensure convenience through retailers, NGOs, and geo-segmentation strategies. For low-income consumers, we enhance last-mile distribution through innovative go-to-market solutions, including middlemen networks, mom-and-pop stores, and mobile health clinics. These efforts bridge the gap in healthcare access, making Aspirin available where it's needed most.

## In Practice: Expanding Accessibility via Pharmacy Geo-Segmentation in Egypt

### WHY

The current portfolio in Egypt is premium-priced, catering primarily to high-income consumers. However, **Aspirin Cardio** is the only strategic SKU positioned for **low-income consumers (LICs)**. Given that **all sales occur through the pharmacy channel**, expanding reach to **LIC pharmacies** is essential to drive accessibility and market penetration.

### HOW

A data-driven **geo-segmentation strategy** was implemented in partnership with **IQVIA**, categorizing Egypt's **85,000 pharmacies** based on income levels (low, medium, high). This segmentation enabled:

- **Targeted distribution planning** focused on independent **LIC pharmacies**.
- **Incremental distribution expansion**, ensuring Aspirin Cardio reaches the LIC segment efficiently.



# How do we provide access to life saving heart health



# 03

## AFFORDABILITY

Partner with healthcare and insurance providers to eliminate financial barriers to Aspirin, ensuring that every at-risk consumer can afford it. Drive policy changes to include Aspirin in insurance plans for prevention. Address economic instability through pack-price architecture, offering smaller pack sizes tailored for low-income consumers

## In Practice: Centro Cardio, a Holistic Approach to Affordability & Prevention

### WHY

CVD is the leading global cause of death, with >75% of cases occurring in LICs where healthcare systems are often nonexistent.

Limited accessibility and affordability for LIC consumers.

- Lack of prevention, with most individuals realizing their condition too late.
- Self-care is often the only option, but lack of affordable option
- Independent pharmacies raising concerns about quality and stability.

### HOW

- Marketing optimized the right pack and price strategy.
- Innovation developed a single-dose solution to extended stability data from 8 to 24 months.
- Product Supply invested in new production capabilities.
- Regulatory enabled QR code integration for safety and consumer information.
- Sales built new capabilities to support independent pharmacies and Mom & Pop stores.
- Education campaigns were launched to raise awareness among healthcare providers (HCPs) and consumers.



# Access to life saving heart health

## In Action: One Pager



Area	Desired outcome	Barrier	How to address it
Awareness & Action	Consumers are aware of risk factors and their own risk of CVD, and talk to their HCPs	Understanding of risk factors, own risk and what to do Understanding of Aspirin's treatment Language barriers	Partnerships to amplify education, credibility and scale (retailers, NGOs) Comms, campaigns, activations to talk about risks, action and benefits of Aspirin For LIC: LIC-targeted campaigns and comms, education where they are/go
Accessibility	Every consumer who is at risk of CVD has access to Bayer Aspirin	Physical product availability in rural areas & health deserts Access to healthcare services, and diagnosis (facilities, HCPs) Access to education, digital tools,...	Convenience (stores, retailers) Partners to increase availability (customers for physical availability, NGOs for health care) Geo-segmentation For LIC: Last mile distribution/Go-To-Market, middle-men, Mom & Pops, mobile health clinics
Affordability	Every consumer who is at risk of CVD can afford Bayer Aspirin	Price / cost of product Health insurance Economic instability (inflation, etc.) Expiration date	Partner with healthcare & insurance providers Policy change to include Aspirin in insurance plans for prevention For LIC: Right format, small pack / low counts, pack-price architecture

To more details on Pain & Cardio low income consumers (LICs) Strategy and Consumer Health Strategy on Access, [click here](#).

# Priority: Awareness & Action, with a focus on Centro, Egypt, Mexico (wave 1), India and Vietnam (wave 2)



Country	LIC population	Awareness & Action					Accessibility			Affordability		
		Overall health literacy	Awareness of CVD risk				Population in rural areas	Population w/o access to health services	Population in health deserts	Income used for healthcare expenditure	Individual avg. daily health expenditure (US\$)	Aspirin price per dose (US\$)
			Overall	Men	Women	LIC						
US	24%	Moderate-high	50%	55%	45%	30-40%	~19%	~8-10%	~10-15%	~10-18%	\$17-25	\$0.10
Mexico*	67%	Low-moderate	30-40%	35-45%	25-35%	20-30%	~23%	~16-20%	~30%	~6-10%	~\$0.30	n/a
Centro	70%	Low	30-50%	35-45%	25-35%	20-30%	~40%	~20-30%	~30%	~5-15%	~\$0.70	\$0.30
Egypt	85%	Low	20-30%	25-35%	15-25%	10-20%	~57%	~25-30%	~30%	~5-7%	\$0.3-0.9	\$0.04
India	66%	Low-moderate	20%	25%	15%	10-15%	66%	~20-30%	~30-40%	~5-10%	tbd	tbd
Vietnam	72%	Moderate	30%	35%	25%	20%	65%	~10-15%	~15-20%	~5-7%	tbd	tbd
Saudi Arabia	19%	Moderate	30-40%	35-45%	25-35%	20-30%	~20%	~10-15%	~15-20%	~5-10%	tbd	tbd
UAE	0%	Moderate	40-50%	45-55%	35-45%	30-40%	~13%	~5-10%	~10-15%	~3-7%	tbd	tbd

\*Launch est. 2026

## Awareness & Action

is the area with the biggest need for prioritization

**Mexico, Centro, Egypt, India and Vietnam**

are the markets with the lowest scores across areas

# Example

## How did we bring our Champion to Life?



### Background

Cardiovascular disease (CVD) is the **#1 cause of death in the U.S.**, claiming **930,000+ lives annually**—one every **33 seconds**. Despite **104 million Americans aged 40-70 at risk**, prevention remains a challenge. Consumers underestimate their risk—*"I feel fine"*—while healthcare professionals (HCPs) deprioritize early intervention due to time constraints.

### The Idea

"**See Your Risks**" is a bold campaign designed to **break consumer denial** and drive action. It challenges misconceptions—*"I'm healthy," "I'm too young," "No family history"*—by making risk assessment an urgent priority. Built on the **3A Model**, the campaign simplifies prevention:

- 1.Awareness** – Make heart health a priority
- 2.Action** – Drive HCP assessments & recommendations
- 3.Access** – Make prevention easy & scalable

### How

In **2024**, we laid the groundwork, securing category leadership, launching a successful **HCP marketing pilot**, and driving internal & external buy-in.

Key wins: **first Heart Health Penetration (HHP) increase in 3 years**, **Walgreens simplification test**, and **improved sales & share**.

In **2025**, we execute and scale:

- **+30% shift in investment** from Pain to Cardio
- **50%+ boost in HCP marketing** with optimized targeting
- **Launch "See Your Risks"** across Consumer & HCP
- **PR & media optimization** to drive action
- **Expanded drive periods**, adding a Q3 pulse

Through **purpose-driven marketing**, **strategic partnerships**, and **relentless execution**, we are transforming awareness into **lifesaving action**.

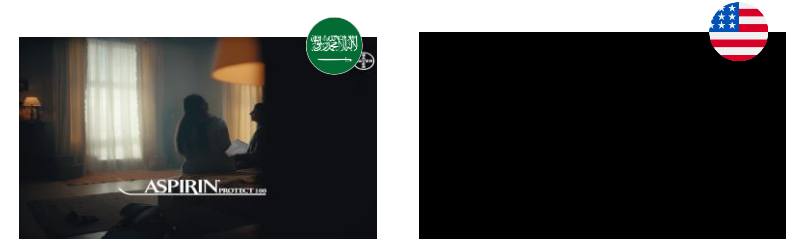


# What to consider when activating Purpose

## WHAT OUR CHAMPION IS ALL ABOUT

- Focusing on our mission to save more lives, by making heart health accessible to more people, always grounded on heart health management as the main anchor to our credibility and to everything we do.
- True to our portfolio, focusing on heart health issues for which we have products and solutions, only expanding as our portfolio grows where it makes sense.
- Designed for the needs of population in underserved communities, those with elevated the risk of cardiovascular illness, as the most vulnerable audience we can support.
- Responsibly inclusive of HCPs, empowering them and our consumers to take action through advancing access, technology, science and useful resources, specially targeted for our audience.

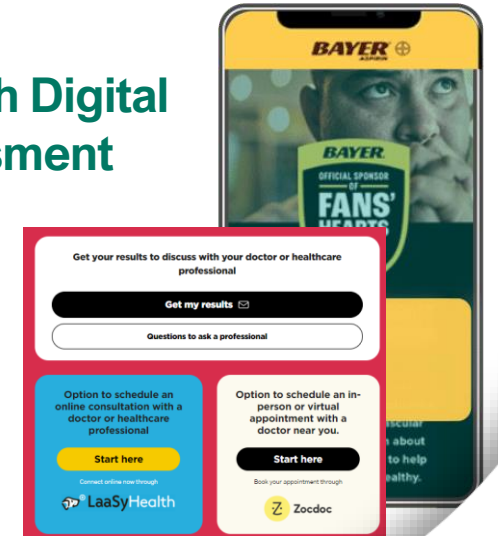
“ I know that heart events happen, but I don't think it will happen to me ”



## Delivering personalized risk results

### Heart Health Digital Self-Assessment

- Fewer inputs vs traditional methods
- As accurate as Framingham (widely used tool)



The drama is building, but his plaque might be too.

### KEEP JOEL HOPING FOR A GAME WINNER, BY ASPIRING FOR A GAME CHANGER.

Your patients' co-morbidities are critical predictors of early CV disease.

**IDENTIFY**  
Learn how the Cardiac Continuum can help identify the impact of comorbidities on CV health.

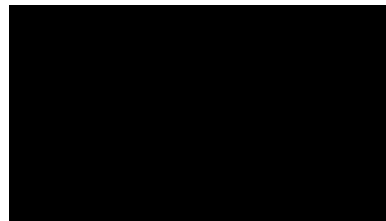
**CONFIRM**  
Quantify patient risk by measuring existing plaque with coronary artery calcium (CAC) scoring.

**MANAGE**  
To ensure the benefit-risk balance, treat with aspirin\* in appropriate patients as soon as possible.

\*Aspirin is indicated for:  
• Reducing the risk of transient ischemic attacks and for secondary prevention of atherothrombotic vascular disease.  
• Reducing the risk of stroke mortality in patients with a noncardioembolic stroke.

**ASPIRIN TO SAVE 20 MILLION LIVES**

## Training



## Diagnostic



 **ASPIRIN**<sup>®</sup>

Deep Dive into Our Defends





# What we mean by and how we work on 01 Recycling Packaging

## What are our Packaging Principles?

A efficient way to shape and steer our brand's expression through our Packaging, having been carefully thought to avoid a negative association of our brand environmental impact with our social impact, as we know that health waves and climate changes are associated with worsening heart diseases.

## Why do we need them?

Consumers recognize the interconnectedness of personal health, environmental health and social responsibility, Packaging is an importance. Therefore, so we can, transparently, work on reducing environmental impact, rather than contributing to worsening the problem for our consumers.

## Recyclable Packaging

Reduce environmental impact of our packaging materials, as part of BCH Sustainability Strategy, through our 4 R's:

1. 100% Recyclable, Reusable/Compostable Primary Packaging where not needed
2. Removal of Secondary Carton where possible
3. Increase of Sustainably sourced paper usage overall
4. Reduction of virgin pack materials and removal of unnecessary packaging



# What we mean by and how we work on CO2 Carbon Reduction

## What our consumers care about?

There has been a growing awareness of the pressing need to decrease CO2 emissions due to their significant role in contributing to climate change. Additionally, the rising concern over the harmful substances generated by intricate supply chain processes has motivated many industries to take proactive measures in simplifying the manufacturing, transportation, and distribution of goods. It is important for Aspirin to establish itself as a responsible and environmentally conscious brand, safeguarding the brand's reputation from potential criticism related to CO2 emissions and air pollutants throughout its value chain.

## What are our Carbon Reduction principles?

Given Aspirin's extensive supply chain, the brand is committed to reducing and, where reduction isn't feasible, compensating for carbon emissions in manufacturing and operations. To enhance our brand's environmental footprint and align with Bayer's CO2 strategy, which aims to achieve Scope 1/2 neutrality by 2030 and make Scope 3 improvements, we will:

## Ensure GHG Reduction in Line with BCH Scope 3:

Conduct a comprehensive assessment of greenhouse gas (GHG) emissions throughout the entire supply chain, pinpointing emission hotspots and areas for improvement. This will involve a thorough review of the GHG footprint of our primary suppliers, leading to improvements in Scope 3 emissions.



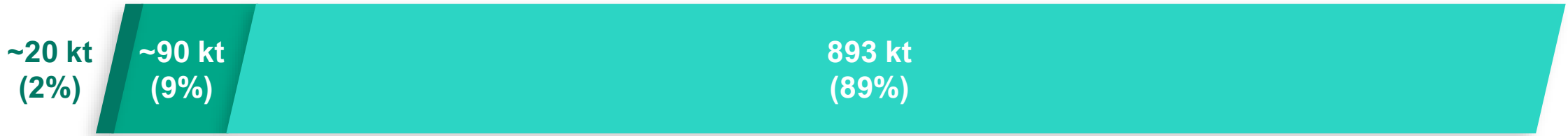
# What we mean by and how we work on 03 Reduced Carbon Footprint



[BCH: Road to Billions Strategy](#)

Consumer Health's Greenhouse Gas Emissions footprint baseline

The total Base Year (2019) GHG footprint for CH was 1,006 kiloton(kt) of CO<sub>2</sub>e



## Direct, owned emissions Scope 1

GHG emissions generated from burning fuel in assets (buildings, fleet vehicles, etc.) owned or controlled by Bayer

- Natural gas
- Diesel consumption etc.

## Indirect emissions Scope 2

GHG emissions generated when producing energy that is purchased by Bayer

- Purchased electricity
- Purchased steam or cooling energy etc.

## Indirect, value chain emissions Scope 3

GHG emissions generated by Bayer's value chain activities (estimated from about 100,000 partner companies)

In scope for Bayer's Scope 3 target are:

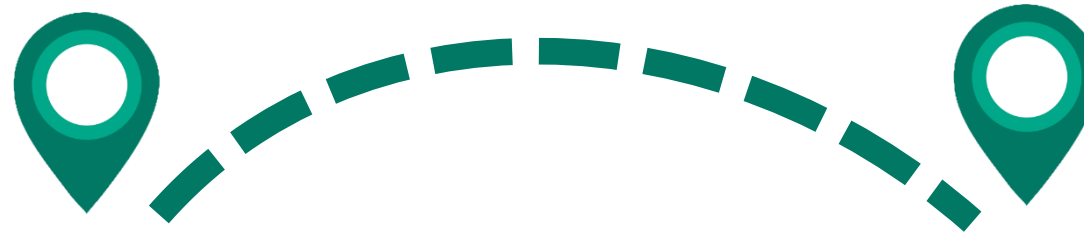
- Purchased goods & services (majority of our scope 3, eg packaging)
- Upstream transportation & distribution
- Capital goods
- Business travel
- Fuel & energy-related activities

# 03

## 2030 Ambition & Commitments



# To win in our Sustainability territory we have understood where we are and set an ambition



## WHERE ARE IN 2025

Our Sustainability Strategy has been shaped at a brand level, meaning that initiatives are already linked with overall Category Strategy, pushed by Corporate goal, as Aspirin is a key contributor to Access Strategy at BCH. However, Bayer's corporate sustainability agenda still lack connection to a brand specific sustainability agenda and needs connection to cross-functional work at a Category level.

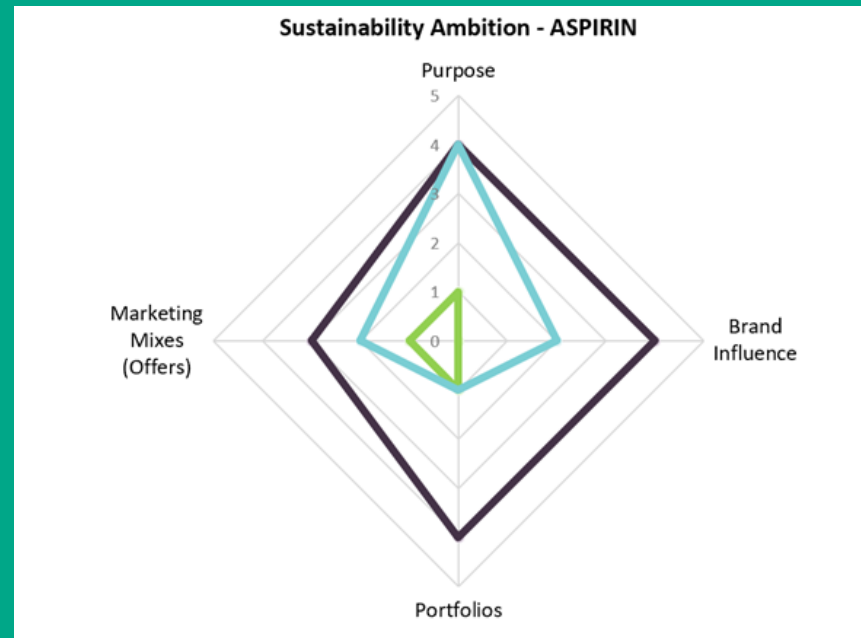


## WHERE WE WANT TO BE BY 2030

Aspirin's purpose and connectivity to SDGs 3 will not only be showing up consistently across our entire mix globally but also be truly recognized externally, with partners proactively applauding the work to create a paradigm shift and enabling people to act now for a better life. Our living legacy as a Brand, to be the fuel that inspires immediate action and sustained change, will show up as we deliver on our manifesto and ignite change for good.

# Let's look at our 2030 ambition in details

Given our Swords, our brand ambition is Led by Heart Health, where Purpose and Influence have the highest ambition, with potential to drive systemic change within and beyond our category, shaping a strong partnership ecosystem for our brand. On marketing mixes and Portfolio, hygiene factors must be in place from an environmental POV.



	Starting Point	2027 Ambition	2030 Ambition
Purpose	1.0	4.0	4.0
Brand Influence	0.0	2.0	4.0
Portfolios	1.0	1.0	4.0
Marketing Mixes	1.0	2.0	3.0

Level 0  
Below Threshold

Level 1  
Conventional

Level 2  
Getting Started

Level 3  
Promising Progress

Level 4  
Emerging Leader

Level 5  
Catalyst For Change

## PURPOSE: EMERGING LEADER (4.0)

Our purpose and its connectivity to UN SDGs 3 is admired for caring about something specific and relevant that resonates in a meaningful way with stakeholders, making a tangible and measurable difference to the lives of people.

## INFLUENCE: EMERGING LEADER (4.0)

Sustainability is acknowledged by all stakeholders to be a priority for Aspirin, internal stakeholders across the business are proud of what Aspirin is achieving and external parties actively seek collaboration with the brand because it is held in high esteem for the positive impact it is having.

## PORTFOLIO: PROMISING PROGRESS (4.0)

On environmental side, LCA of top SKUs is done and EPD roadmap is set to clean up the current portfolio as needed and where possible (hygiene factors). On societal front, our innovation strategy is considerate of Champions, with NPD/EPD delivering sustainability in line with our Purpose. An assessment of all pipeline projects at key stage gates is in place (SbD program). Suppliers and partnerships strategy is in place to address Champions & Defends and help reinvent where sustainability is too expensive.

## MIXES: PROMISING PROGRESS (3.0)

Aspirin is incorporating sustainability into its entire mix, connected with access, as well as co-communicating with partners:

**PROPOSITION:** Champions are expressed in the mix and and in connection to our sustainability expression on Access.

**PROMO:** Sustainability in comms is robust (>10%), with social media strategy is in place (well-integrated with the brands' platforms), and a clear partnership strategy is set with tiering of partners including NGOs.

**PACK:** Beyond packs labelled for effective disposal and usage of responsibly sourced / recyclable materials, the packaging line is also adapted to meet 3Rs (recycle, reduce, responsible) goals where possible. Some selected pack solutions might be starting to be re-engineered for the future.

**PRICE:** Sustainability is being leveraged to support price increases (as appropriate) with consumers and customers, as well as for low income consumers, in line with Access Strategy for Aspirin.

**PLACE:** A customer engagement sustainability strategy is established at least in core markets / key accounts.

Note: more details per pillar of Purpose, Influence, Portfolio and Mixes are available in this playbook's appendix.

04

Action  
Roadmaps



# There are 3 Key Roadmaps to activate our sustainability strategy

01

## ACCESS TO LIFE SAVING HEARTH HEALTH

Provide and support expanding access to affordable, simple, and responsible products and services that address heart health challenges in underserved communities



02

## PACKAGING

Reduce our environmental impact focusing on recyclability



03

## CARBON REDUCTION

Assessment, reduction and mitigation of carbon emissions across our chain, in alignment with Bayer's climate commitment of Net Zero by 2050



# 1 Roadmap Priorities

## WHERE TO PLAY

- Markets/Regions: LATAM, ME, US (wave 1)  
India, Vietnam (wave 2, tbc)
- Women and Low-Income Consumers  
(at higher risk, however less aware of risks)

## PARTNERSHIPS

to scale reach and education of consumers and HCPs

## HOW TO WIN

- Areas: Awareness & Action (today)  
Accessibility, Affordability (next)
- Scale of existing initiatives and programs across markets where possible to accelerate education and penetration



# 01. Access to Live Saving Hearth Health Action Roadmap

Milestones	Scale access to heart health (where applicable)	Evolve ongoing initiatives	Expand it to relevant markets
<b>Objective</b>	Encourage proactive heart health monitoring and expand scalable solutions where relevant, such as sachets and digital health, to drive impact.	Amplify accessibility and affordability to consumers, evolving and improving existing successful initiatives.	Facilitate rapid market penetration & expansion eg: India and Vietnam -2026+
<b>Initiatives (on going)</b>	<ol style="list-style-type: none"> <li>HUMA risk assessment: US/ME/LATAM</li> <li>Partnerships: WomenHeart, Health In Hand (CHPA): ME</li> <li>Women 360 with NGOs: LATAM</li> <li>Health screenings (in ME amplified with Health Authorities' partnership): ME/LATAM</li> <li>Education blue collar workers: Latam</li> <li>Partnership NCPA 2025: US</li> <li>Customer activations: US</li> <li>Campaigns (e.g., Fans, HeroSmiths, Did you know, See Your Risks 2025): US/LATAM/CENTRO</li> <li>Occupational medicine (2025)</li> <li>Cardiac Continuum, Cardiac age</li> </ol>	<ol style="list-style-type: none"> <li>Sachet with QR Code: Centro</li> <li>Telehealth: ME</li> <li>Distribution through middle-men, Mom &amp; Pops': Centro</li> <li>Distribution in bodegas in US cities relevant for Hispanic communities (not cardio specific): NA</li> <li>Rural Pharmacies: physical availability and education: LATAM/NA</li> <li>Geo-segmentation: ME</li> <li>2-brand strategy: US/Walgreens</li> <li>Partnering with Government: ME</li> </ol>	
<b>Governance</b>	<b>Global Led:</b> Megabrand Lead <b>Own:</b> Mohamed Atef <b>Influence:</b> Veronica Vago <b>Trust:</b> Markets	<b>Global Led:</b> Megabrand Lead <b>Own:</b> Mohamed Atef <b>Influence:</b> Veronica Vago <b>Trust:</b> Markets	<b>Global Led:</b> Megabrand Lead <b>Own:</b> Mohamed Atef <b>Influence:</b> Veronica Vago <b>Trust:</b> Markets





# Co2 Reduction

## Consumer Health Achievements & Progress in One Page

### Scope 1 + 2 : Milestone 2024 already overachieved in 2022

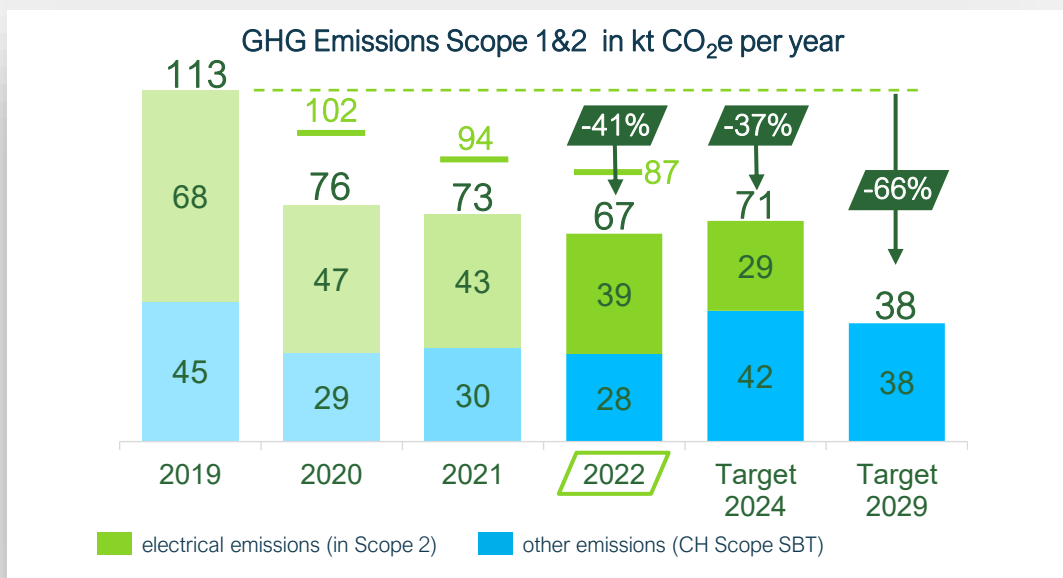
**-41% GHG in 3 years (CS: -19.1% & PH: -27%)**

// Green electricity: Darmstadt, Alcalá, Guatemala, Bitterfeld

// Partly green electricity: Kunming (89%), Pilar (25%)

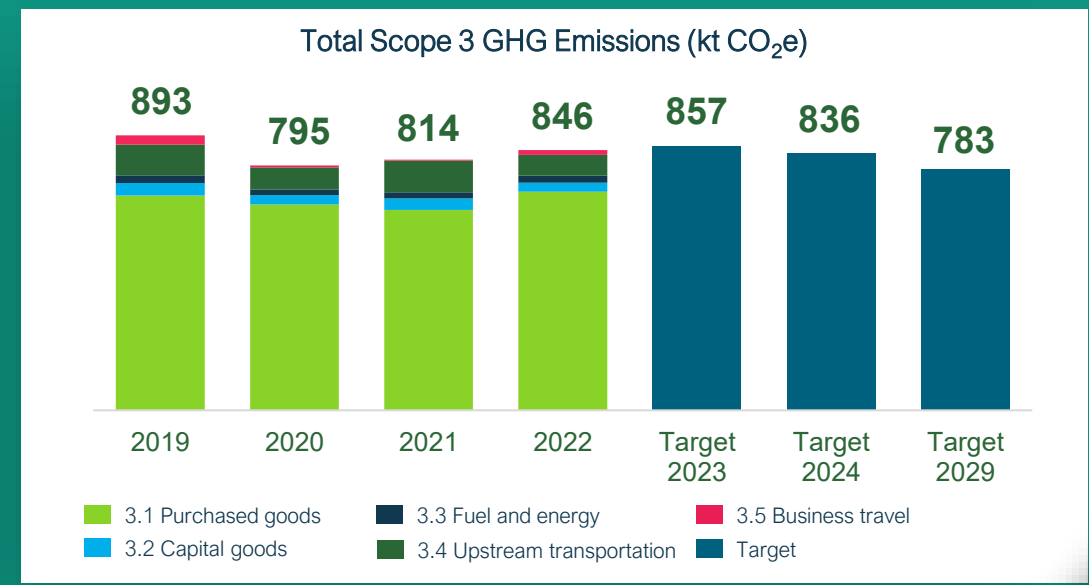
// Energy efficiency from EECO<sub>2</sub> & Site projects e.g. steam reduction GRZ etc.

// Some negative effects due to site volume increase & projects or higher Site CO<sub>2</sub> emission factor etc.



### Scope 3 : Acceleration process started

- To collect emission data from ~300 strategic suppliers
- To engage with ~35 of biggest CH suppliers (account for 50% of emission) to work towards decarbonization
- To include 'cost of Carbon' into our decision making for material/tool purchases



Source: /// Carbon Reduced Operations @CH-PS /// Progress Update /// April 2023 /// Rena D. & Leo L. & Tuan N



# 03. Carbon Reduction Action Roadmap

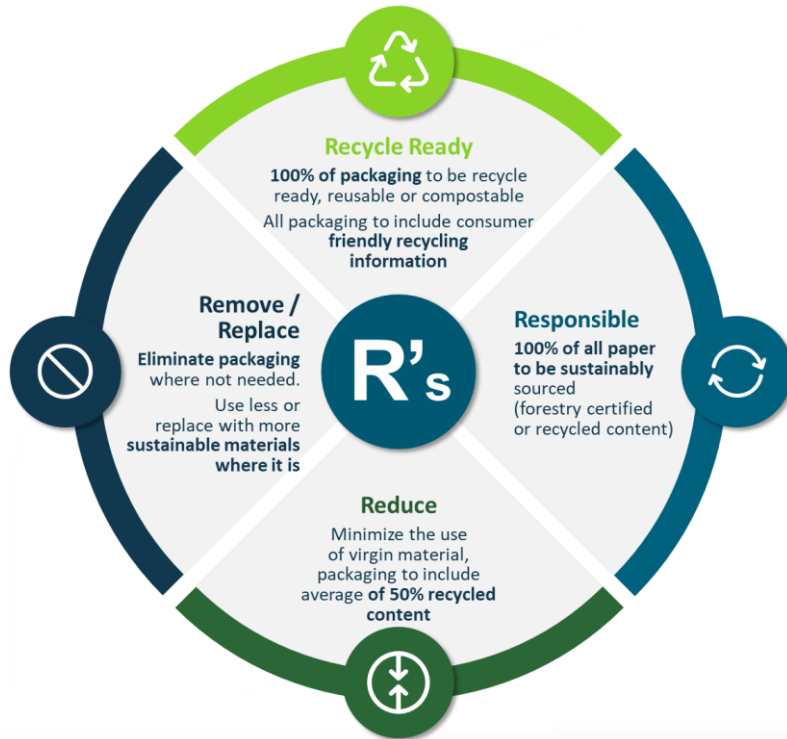
Phases	Assess Cardio CO2 Footprint	Assess Cardio CO2 Footprint of New Suppliers
<b>Objective</b>	Assess Aspirin Cardio CO2 footprint and assess potential reductions.	Ensure CO2 enviro footprint is part of criteria's when replacing or hiring a new supplier.
<b>Tasks</b>	(1) Data Collection and Analysis (2) Continuously Monitor and Update	(1) Data Collection and Analysis (2) Continuously Monitor and Update
<b>Outcomes</b>	Understand CO2 potential reductions in alignment with Scope 3 agenda.	Contemplate CO2 emissions as part of BCH Supplier's code of conduct.
<b>Governance</b>	Global Led: PASS Decide: Mohamed Atef Own: Kevin E. Influence: Kevin E. Trust: PASS	Global Led: PASS Decide: Mohamed Atef Own: Kevin E. Influence: Kevin E. Trust: PASS
<b>Times</b>	H1 2025	H2 2025



# Impact of BCH Sustainability Agenda on Aspirin's Portfolio

In harmony with BCH Packaging Sustainability, Aspirin portfolio, including sachets, tablets and bottles, contributes with overall GAIA'S workstream to reduce the environmental impact of our packaging materials, anchored by "Origami" and "Aquaman" pillars, to:

- Reduce plastic usage in sachets, pouches and bottles
- Reduce paper material, where elimination is not on the table
- Increase overall blister recyclability while eliminating usage of PVC



## PAPER

Mainly used in secondary packaging: folding cartons, leaflets and shipper boxes. Considered 100% recyclable.

Our approach:  
Remove components where not needed.  
Reduce packaging material utilization.  
Sourcing of Responsible paper (certified).  
Increase use of Recycled content.

## PLASTIC

Used ~90% primary packaging through different formats: blisters, bottles, flexible tubes, rigid tubes, sachets & pouches. With varying levels of recyclability.

Our approach:  
Remove PVC.  
Reduce material utilization.  
Design solutions for Reuse.  
Design for Recyclability.



# Ia: Project Origami

## Context:

- Sachet are our smallest packaging platform (8%), but 100% non-recyclable
- High barrier needs, highly inconsistent recycling infrastructure

## Objective:

- Recycle ready
- Portfolio harmonisation

## Scope:

- All sachets: ~90 Uls, ~450 SKUs (2020)

## Strategy:

- Evolution: focus = mono-material
- Revolution: N/A
- Portfolio all H barrier, segmented by pack (sachet, strip, stick)
- Lead Site: Lerma

## Status:

- Lead materials identified: Alu (80%) / PE, solution applicable to ~90% total sachet sales
- First launch = ASO US Q4 2025, LATAM 2027+, EU TBC
- Key claims: Weight reduction (30%), Plastic reduction (25%), Recyclable (EU), Recycle ready (RoW)
- Minimal COGS impact expected

## Next Steps:

- Influence recycling standards, develop CR approach, define roadmaps

Technology:

Trials:

Registration & Submission:

Launch readiness:





# Ia: Project Aquaman

## Context:

- Typically, fully/partially recyclable today (key issues = labels / sleeve materials, and Aleve portfolio)
- High plastic utilisation
- Highly fragmented portfolios

## Objective:

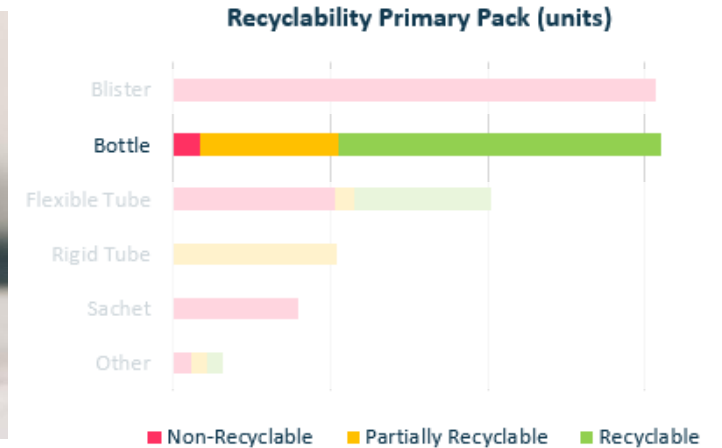
- Recyclability
- Reduce (lightweighting & PCR)
- CO2 reduction
- Portfolio harmonisation

## Scope:

- As opportunity defines.

## Strategy:

- Category / multi-brand approach
- Multi-benefit; sustainability, equity, usability (inclusivity), portfolio harmonisation



## Current Status:

- ~60%+ of bottles addressed via multi-benefit category projects mainly for North America with brand led programs, such as Angi (Pain & Cardio- Aleve, Aspirin, Midol), Green Pea (Allergy- Claritin), Macadamia (VMS- One-A-Day).
- Stock bottle in scoping phase, de-prioritized in 2024 due to smaller impact and limited problem of current portfolio.
- Paper Bottle: exploratory study started with technology from Paboco and film-coated tablets, T6 results expected in Q1'24.



# 2 Paper Roadmap

TODAY

		Scope	2021	2022	2023	2024	2025	2026
<b>Recycle</b> Recycling guidelines		2ry packaging Box, outer pack <i>Approach: By market</i>		15% achieved				
<b>Remove / Replace</b> Leaflet Removal Leaflet colour reduction		2ry packaging Leaflet <i>Approach: By site</i>		Cosmetics & Food removal completed		Squeeze driven initiatives TBC		
<b>Remove / Replace</b> Paper light weighting Removal of finishings*		2ry packaging Box, leaflet <i>Approach: By site</i>		Worskreams	From 2023 reactivation			
<b>Responsible</b> Forestry Certified paper		2ry packaging Box, leaflet & labels <i>Approach: By site</i>	15% achieved	on hold due to market supply constraints	New strategy to be activated with procurement			
<b>Reduce</b> Increase recycled content		2ry & 3ry packaging Box, leaflet & labels + Shipper Cartons <i>Approach: By site</i>			85% achieved		Min 90%	

\*UV Varnish, Hot Foil stamping, plastified and metalized board, etc.



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# Thank You!

