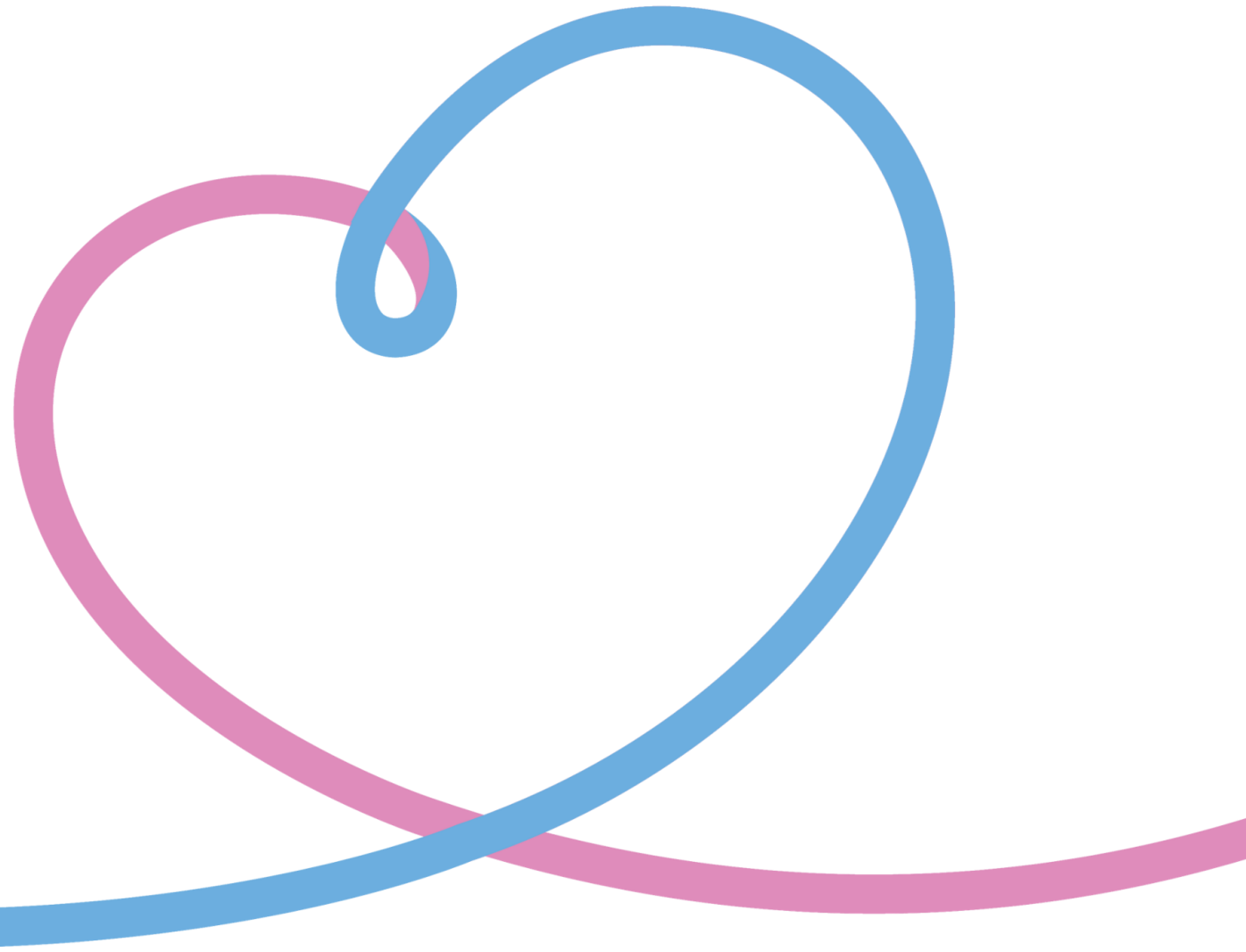


elevit<sup>®</sup>



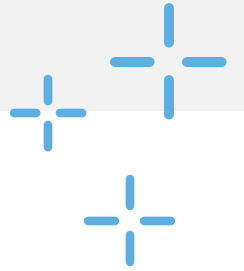


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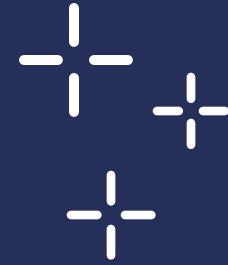
# Global Sustainability Playbook

OCT 2025

# Welcome to our Sustainability Playbook!



**This document provides guidance to our Elevit 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 Elevit Sustainability strategy implementation across all relevant areas of the value chain



# Agenda

01

Introduction



The **basics of sustainability** at large, for Bayer, and for Elevit

02

Champions, defends & MANIFESTO



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

03

Ambition & commitments



Becoming a **more sustainable brand** by 2030

04

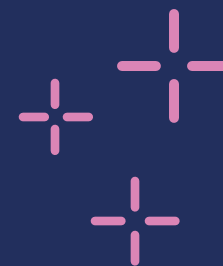
Action roadmaps



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 what does it mean to Bayer brands and Elevit specifically?



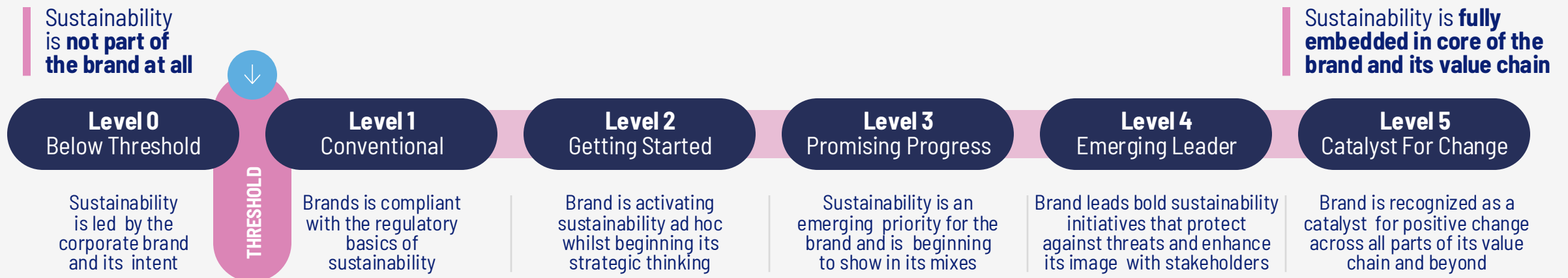
A sustainable brand is one that has **successfully integrated** environmental, economic and social issues into its **end-to-end value chain**. It surprises and delights all its stakeholders, today and in future generations, by being good and doing good for **people, planet, and profits** too



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



# For Elevit, Sustainability means to advance equity in life forming nutrition



In line with our commitment to **maternal and child health**, Elevit is a brand dedicated to supporting parents throughout their journey to conceive. As a leader in maternal nutrition, Elevit has spent over 40 years **enhancing maternal health and fostering fetal** development, tackling critical health challenges that impact millions



Elevit profoundly impacts not only by providing essential nutrients but also by reducing preventable deaths among **newborns and children**. Our primary focus is on improving maternal health, especially as disparities in healthcare access and nutrition threaten **vulnerable populations**



Elevit's mission is to ensure that **every woman** –regardless of background or socioeconomic status –**has the right to access the nutrients** necessary **for a healthy pregnancy**. We are committed to giving every baby the best possible start in life by promoting nutritional awareness and facilitating access to essential vitamins



Through raising awareness, driving action, and providing vital resources, we aim to make a meaningful difference where it matters most –**supporting healthier beginnings** for every mother and child

## 3 GOOD HEALTH AND WELL-BEING

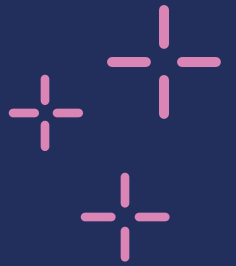


**3.2: Calls for ensuring healthy lives, supporting preventable deaths of newborns and children**, aiming to reduce neonatal mortality included as focus areas within the total Goal scope



A large, white, sans-serif number '02' is positioned on the left side of the slide. The number is partially overlaid by a thick, blue, curved band that has a halftone dot pattern. Another thick, pink, curved band with a similar halftone dot pattern is visible behind the '0'.

Champions,  
defends &  
manifesto



# Our Starting Point



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



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



**Our sustainability manifesto** and the pillars of our strategy, **called Swords & Shields, follow these guidelines** – as outlined in next chapters



# Elevit Champion is centered on social impact, while Defends focus on Environmental



**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 champions



**Defends are topics we must be aware of, to avoid alienating consumers, customers, partners, and opinion formers.**

We work on them and ensure they are in place for protection, not for competitive advantage (meaning external parties might know what we do, but we don't actively amplify)



## CHAMPION

Advancing equity in  
**life forming nutrition**



## DEFENDS

Clean and Safe  
**Ingredients & Materials**

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



## Nurturing healthier beginnings

**Elevit has been enabling healthy baby development, for the over 40 years.** Providing key nutrients throughout pregnancy and beyond to give every baby the best possible start in life

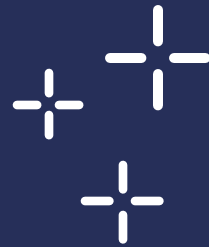
**The Brand provides a continuum of care through conception to full term and the critical first 2000 days.** Elevit supports women through science and compassion –one pregnancy, one future at a time. To women, Elevit is more than a supplement, it's an act of commitment to future life



## Every mother and child

**Elevit removes barriers to improve nutrition through the pregnancy journey in underserved communities.** It breaks through barriers to make a healthy pregnancy universally available because every child deserves to be born with the best chance to thrive, and every mother deserves the means to protect them

**The Brand is committed to ensuring that every mother and baby – regardless of geography, income, or circumstance – has access to the essential nutrients needed for a healthy pregnancy and baby**



**Elevit, nurturing healthier beginnings** for every mother, child and their children

## Important guidance



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?

## Not external facing



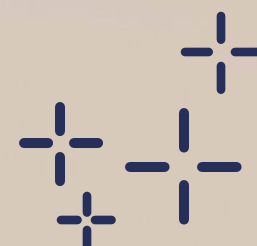
While our manifesto is meant to **inspire and steer our focus sustainability actions** that show up to the world, it is not an external facing copy in itself. It **isn't meant to be amplified externally** with consumers, customers, partners, as what they will see is rather what we choose to do to bring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

## Strategic backbone



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)





# 1.10

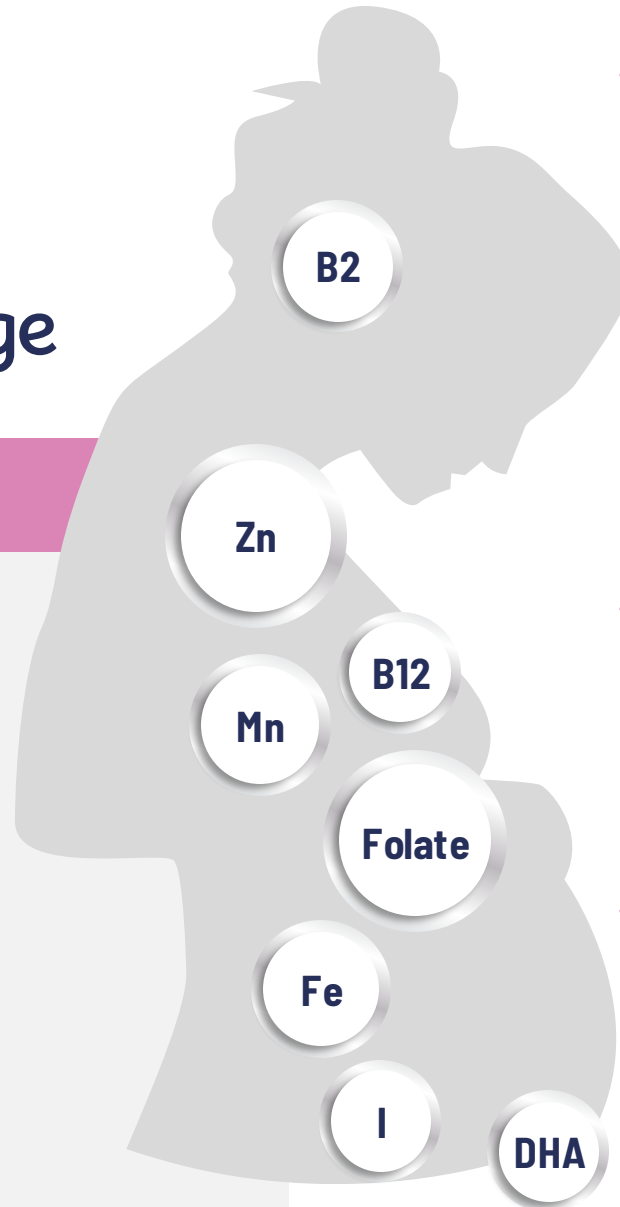


Deep Dive into  
our Champion

# The unique challenge Elevit can help with The preventable deaths of young children poses a critical global challenge



Every year, **nearly 5 million children** under the age of five **lose their lives** to **causes that could have been avoided**. Alarming, the **World Health Organization (WHO)** indicates that **2.3 million** of these tragic losses occur within **the first month of life**, with one in four newborns dying on the very day they are born. The **leading contributors** to these deaths are **complications arising from pregnancy, childbirth, and the early neonatal period**—issues that can be **entirely prevented** with **adequate maternal nutrition** and care



At the **core of this crisis** lies a silent yet pivotal factor: **maternal health and nutrition**. When women experience **undernutrition, anemia, and deficiencies** in essential micronutrients, not only is their **health compromised**, but the **risks** of preterm births, low birth weights, and neonatal mortality also **surge**. The **absence of proper maternal nutrition**, unmanaged health conditions, and lack of prenatal supplements **heightens the chances of congenital anomalies** and developmental delays in their children



The **Gates Foundation** highlights that **maternal undernutrition** accounts for up to **20% of childhood stunting** worldwide, which **adversely impacts cognitive development** and **diminishes** future life potential



Recognizing the **magnitude of this issue**, it has been woven into the **Sustainable Development Goals: SDG 3.2: End preventable deaths of newborns and children under five**. This goal is fundamentally supported by **Universal Health Coverage (UHC)**, which aims to ensure that **all women can access quality healthcare** without facing financial hardship

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



**ELEVIT STANDS AS A BEACON FOR MATERNAL HEALTH AND CARE**

The name "Elevit" embodies the **essence of "elevate life"**, reflecting the brand's **40-year legacy** and steadfast **commitment to enhancing maternal health**, fostering fetal development, mitigating **the risks of birth defects**, and **providing** women to take control of their **nutritional health** before, during, and after pregnancy. We see **all women as equals** and **support** their right to confidently nurture a **healthy and safe life** forming journey



**WE IMPROVE MATERNAL HEALTH THROUGH TWO KEY PILLARS, IN DEDICATION TO DRIVING SIGNIFICANT CONSUMER OUTCOMES BY FOCUSING ON**



## 01

Supporting both **female and male fertility**, **facilitating** healthy conceptions, **minimizing** pregnancy complications, and **improving** neonatal outcomes through **essential nutrient support**. Remarkably, the incidence of birth defects can be **reduced by up to 92%** with Elevit's interventions

## 02

Providing **transformational change** in access to maternal healthcare through **"Every Beginning" platform** and collaboration with the **Vitamin Angels** initiative,—ranging from **strategic partnerships** to national policy reforms that integrate **multiple micronutrient supplementation (MMS)** into healthcare systems at an **affordable cost**, a systemic program that supports healthy births of this and **future generations**

# How do we support female and male fertility

01 →

**One in six people worldwide experiences difficulties conceiving, driven by slowing birthrates and declining fertility rates**

Contributing factors include parents **delaying family planning until later in life, increased stress levels, and nutritional gaps** that adversely affect reproductive health

This statistic is more than just a number; it **represents millions of personal journeys and countless couples** in need of **support** and **assistance**

**Elevit is strategically positioned to empower both male and female fertility through 3 key pillars:** from innovative product offerings and a steadfast commitment to education and partnerships to meet the evolving needs of prospective parents



1.1

## **Innovative Product Development**

expanding brand product line to include solutions specifically designed for fertility support. This includes enhancing its core offerings and developing new products that cater to advanced fertility needs, such as those associated with in-vitro fertilization (IVF)



1.2

## **Education & Strong HCPs partnership, particularly fertility experts,**

to break the stigma surrounding fertility issues. These collaborations aim to raise awareness about the importance of reproductive health and the role of nutrition in supporting fertility for both men and women



1.3

**Fertility as a Growth Engine:** We'll expand Elevit 1: our core product, with a powerful new positioning that will be centered around optimal conditions for conceiving, whether it's a first time trying, or following many attempts. The brand is strategically shifting its focus to include fertility supplements, aiming to be a trusted partner for individuals planning to conceive, specifically in markets with low birth rates

01 →

## Highlights of Digital Model

Elevit operates a digitally native model that prioritizes consumer needs through a **seamless online experience**. Its success stems from a healthier product mix and a significant increase in direct-to-consumer (DTC) sales, which rose from 25% to 65% of total sales

Approximately 32.5% of Elevit's sales come from **healthcare professional (HCP) recommendations**, underscoring the value of medical endorsements in driving purchases. The integration of HCP recommendations with DTC sales enhances both **credibility and accessibility for consumers**

**The Elevit Ambassador Program** simplifies inventory management for clinics and provides essential materials, such as coupons and landing pages, to support patient consultations. Regular deliveries ensure adherence and promote healthy pregnancies

Elevit's customer relationship management (CRM) system facilitates direct communication with consumers, allowing for tailored information and support. The strategy focuses on **understanding consumer behavior, including online purchasing habits and insurance reimbursement** for prenatal supplements, while leveraging technology to engage customers and track preferences



## Guidance for Other Countries: What you should consider

01

**Embrace a Digital-First Approach:** Build a strong online presence through engaging content and e-commerce platforms

02

**Address Consumer Pain Points:** Identify gaps in existing products and tailor offerings accordingly

03

**Collaborate with HCPs to enhance** trust and credibility, utilizing ambassador programs for direct recommendations

04

**Implement Subscription Models:** Offer regular product deliveries to boost customer retention

05

**Leverage Data Analytics:** Use data to understand consumer behavior and refine targeted marketing strategies

06

**Craft Compelling Narratives:** Communicate product benefits through storytelling backed by scientific evidence

07

**Adapt to Local Markets:** Consider regulations and cultural attitudes towards fertility and health products

08

**Optimize Pricing Strategies:** Balance affordability and profitability to maintain reasonable customer acquisition costs

# Key questions we need to answer to progress



## WHO



- ✦ Is our audience **buying these products online** in EMEA?
- ✦ Do our **consumers get prenatal supplements reimbursed** by insurance? If yes, is DTC an **obstacle** for this?
- ✦ **Where** are our consumers **finding information**? Are they **asking** HCPs or **looking online**?

## WHAT



- ✦ We can't sell OTC products online - can we **launch our full range** as FS? If yes, what will be the **impact** on HCPs reco, scientific equity... Any **downside** of doing this? **Are there markets** where we can somehow sell OTC with **online prescription** or online HCP connect? I.e. upload HCPs prescription and we **send you monthly** your pack?
- ✦ Can this be an **opportunity to test broader offerings** beyond our classic supplements?

## HOW



### Capabilities:

- ✦ We can **leverage THG** and our Elevit CRM program just **launched in AUS**. Will this **cover all needs**?
- ✦ In current context, **markets will be super focused on delivering current business**. Leveraging THG, can we run this **totally centrally with minimal market inputs**? What would the **P&L** setup be?
- ✦ More so we need to **understand cost, resources, Roles and Responsibilities** (who is doing what)
- ✦ Do we have **teams to engage with doctors**~(OBGYN?) on Elevit?

### Do we have the right economics/ model:

- ✦ Will HCP **recommend online products**? If not, do we have the right to **win with a consumer focused model**?
- ✦ What is the **right pricing strategy** (40EUR per pack?)?
- ✦ Can we **achieve a reasonable customer acquisition cost** (80-100?)?
- ✦ **Is subscription mandatory**?

# How do we provide access to maternal health for all

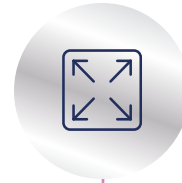
02 →

**Globally, an estimated 149 million children under the age of five face developmental challenges** due to micronutrient deficiencies experienced during their **crucial first 1,000 days**, from conception to their second birthday

**Elevit, a pioneering range of prenatal multivitamins founded in 1984**, has established itself as the most clinically studied brand worldwide, **with over 25 clinical papers** supporting its efficacy in **preventing birth defects**

**Currently reaching only 5 million of the 160 million annual births**, Elevit is passionately committed to expanding its reach in emerging markets, **especially in Africa and India**, where the need for **prenatal nutrition is urgent**

**As a key brand to deliver BCH Road to Billions strategy, Elevit is working through those 3 key pillars:** from access to educational and key partnerships, Elevit firmly believes that every baby deserves the best start in life, no matter their circumstances, and is dedicated to making that belief a reality



2.1

**Accessibility expansion** to new business models aiming to enhance multiple micronutrient supplementation (MMS) in low-income markets, including a differentiated strategy than Elevit premium, targeting emerging markets with high prenatal nutrition needs, making MMS more accessible and affordable, supporting maternal and infant health



2.2

**Addressing nutritional gaps through strategic partnerships** to advocate for MMS adoption – Vitamin Angels – and governments improving reproductive health by ensuring that prospective parents everywhere have access to the essential vitamins and minerals needed for conception and healthy pregnancies



2.3

**Leverage educational** initiatives to raise awareness about MMS importance for maternal and infant health, as part of “Every Beginning” program. Elevit’s impact platform is designed to help parents and parents-to-be connect through shared experiences while gaining access to essential nutrients, nourish their babies from the very start

# Bringing our Champion to life: Access & Awareness Example



## The Initiative

# 01

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



## The What

# 02

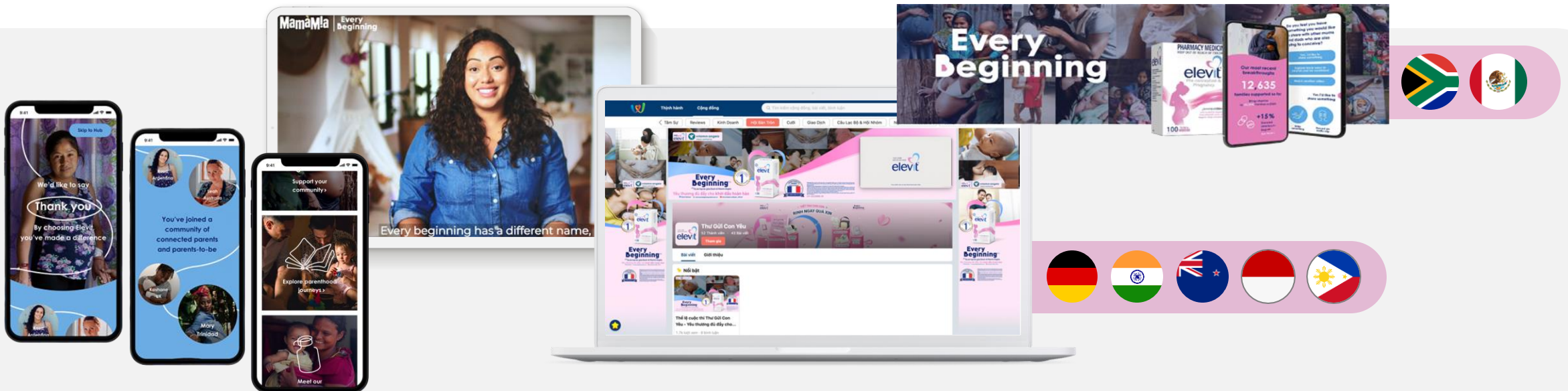
The "Every Beginning" program is built **on three core pillars: Nourishing Bodies, Minds, and Your Community**. These pillars are designed for seamless integration into existing social media activations and can be tailored to meet local needs. Elevit also features a consumer platform and hub connected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



## The How

# 03

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

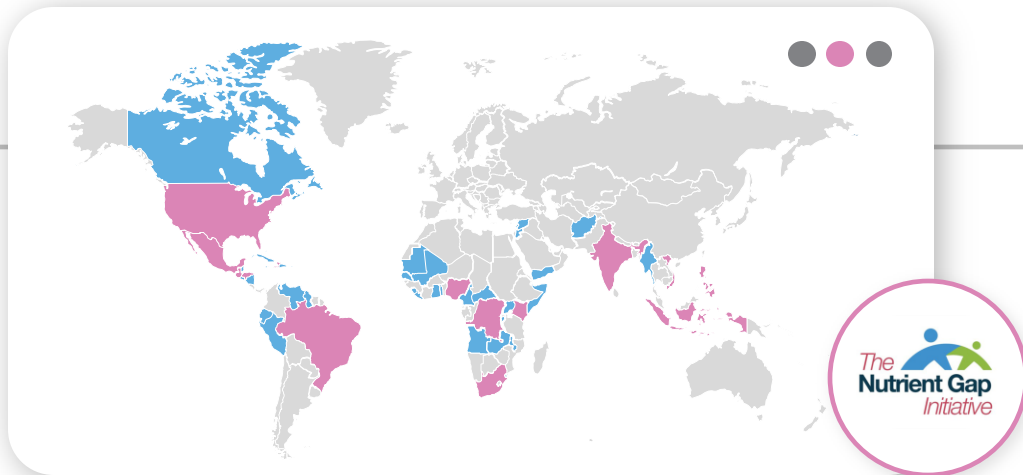


# Bringing our Champion to life: Partnerships Example

01

## The Initiative/Partnership

**Elevit recognizes that access to prenatal vitamins is a critical health equity issue.** As a leader in prenatal supplementation with a strong scientific heritage, 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



# Vitamin Angels Key Insights per region



**As of Q3 2025 YTD**, has reached 860,237 women and their babies with MMS in five key **Latin American** markets

Key highlights include the development of social behavior change (SBC) tools and a training program for healthcare providers in Haiti

In Mexico, we reached 427,669 women, supported by new national maternal care guidelines. We are actively discussing a national MMS program with the Secretary of Health and engaging key stakeholders to further scale our initiatives



**As of Q3 2025 YTD, Vitamin Angels** has reached 3,275,095 women and their babies with multiple micronutrient supplementation (MMS) across three **APAC** markets:



In Indonesia, we supplied the Ministry of Health with 1.3 million bottles of MMS and trained over 50,000 health workers for nationwide delivery. Key research findings on acceptability and adherence were presented at the IUNS-ICN Conference in Paris. In the Philippines, we reached 506,374 women and are collaborating with partners on a Supply Context Assessment



In Vietnam, we signed a contract with the National Institute of Nutrition for 2025 activities, focusing on MMS training for provincial health officials and supporting Technical Working Groups, reaching 360,195 women and their babies



**As of Q3 2025 YTD**, Vitamin Angels has reached 284,645 women and their babies with multiple micronutrient supplementation (MMS) across four **African** markets

Key highlights include scaling MMS in all 25 UNRWA clinics in Jordan, with implementation beginning in Syria and Lebanon. We presented our implementation research findings at the IUNS-ICN Conference in Paris

In Uganda, the ongoing Phase 2 study has enrolled pregnant women across three regions, supported by healthcare worker training. Additionally, our partnership with Helen Keller International in Sierra Leone has facilitated MMS distribution to 226,674 women and their babies



**As of Q3 2025 YTD**, Vitamin Angels reached over 992,272 women and their babies with MMS through a network of 350 program partners in the **USA**

For more information about Vitamin Angels, please [click here](#). To learn about our Road to Billions strategy, please [click here](#). For further inquiries, feel free to reach out to our experts, Caroline Meledo and Midori Morgan.

# 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



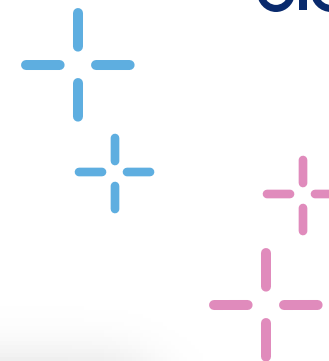
A photograph of a man and a woman sitting on a couch, smiling and looking at each other. The man is wearing a red and white striped shirt, and the woman is wearing a light blue shirt. The background is a blurred indoor setting.

# 2.1



**Deep Dive into  
our Champion**

# What we mean by and how we work with Clean and Safe Ingredients and Materials



**Elevit's a dual-force commitment** one edge cuts through the barriers to a nutritionally healthy start which is the first human right a child experiences, while the other sharpens the brand shield of environmental conscience. Together, they enable **Elevit to nurture life responsibly** creating the best outcome for mothers, the child, their children and the planet they'll inherit

01

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

02

Our **products are specially formulated based on extensive clinical evidence** to deliver essential micronutrients and key nutritional ingredients, supporting the pregnancy journey of both mother and healthy development for the baby throughout the crucial stages of the first 2000 days of life

03

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

## OUR RESPONSIBILITY



To do so, 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 flavors.



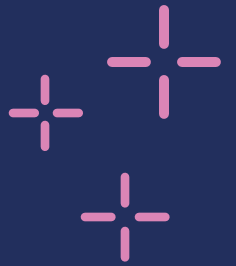
**Continuous assessment of all** ingredients and materials (including packaging materials) to ensure Elevit portfolio are devoid of excipients that consumers deem 'undesirable' or 'unhealthy' e.g. titanium dioxide, pfast, through a cleansing summary and action plan along with Medical, RA and Supply Chain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



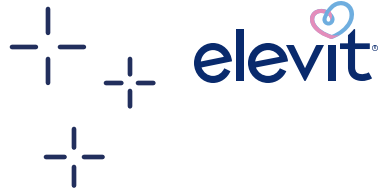
**Enforcement of Material Stewardship** for NPDs Megabrand, to ensure all innovations across megabrand portfolio respect brands ingredients guidelines

03

2030  
Ambition &  
commitments



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



## Where are in 2025

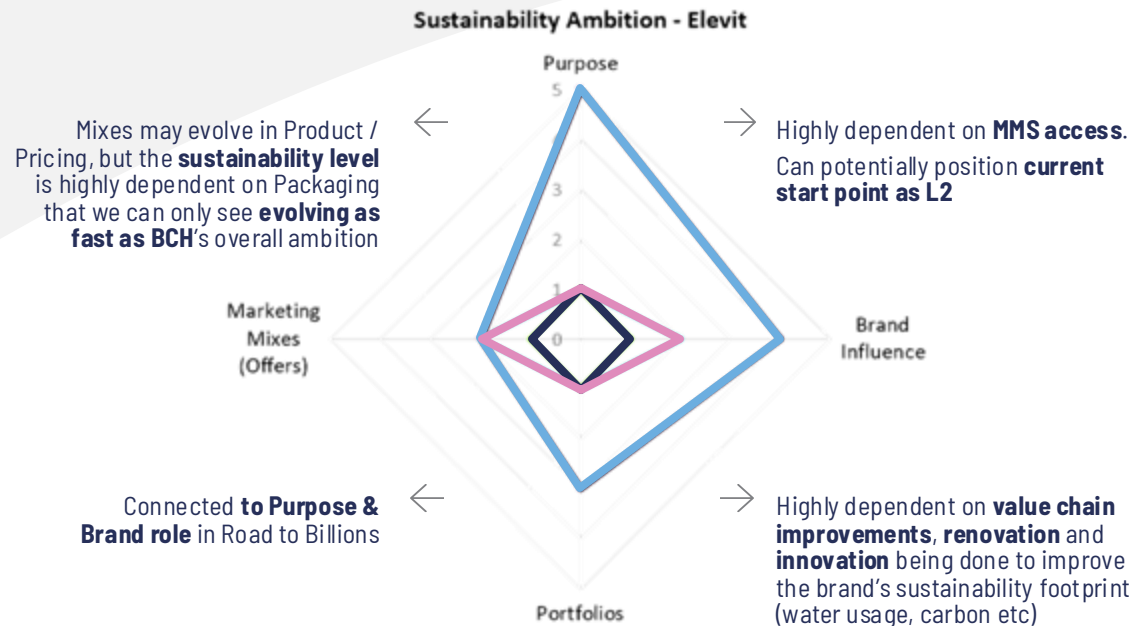
**Our Sustainability Strategy has been shaped at a brand level,** meaning that initiatives are already linked with **overall Category Strategy, pushed by Corporate goal, as Elevit is a key contributor to Road to Billions at BCH.** Bayer’s corporate sustainability is connected to a **brand specific sustainability agenda, however, we need connection of our cross-functional work at a Category level**

## Where we want to be by 2030

**Elevit’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 into our 2030 ambition in details



	Current	End 2025 Ambition	End 2030 Ambition
Purpose	1.0	1.0	5.0
Brand influence	1.0	2.0	4.0
Portfolios	1.0	1.0	3.0
Marketing Mixes (Offers)	1.0	2.0	2.0

## Purpose Level 5 - Catalyst for Change

The **Brand Purpose** is successfully activated across all touchpoints both externally and internally. Stakeholders feel a sense of **ownership** and **community** towards the Brand's purpose and its journey.

The Brand is deliberately acting as a **catalyst for system-wide purpose driven change**.

The Brand's activities are stretched further to make a **bigger impression on society and/or the environment**.

Corporate **Brand equity** is being strengthened by the systemic activation of individual Brand's Purpose and Impact.

The Brand is being externally recognized as a **force for good**.

## Brand Influence Level 4 - Emerging Leader

**Sustainability** is actively acknowledged by all stakeholders to be a priority for the Brand. Internal stakeholders across the business are **proud** of what the Brand is achieving and actively contribute ideas for further improvement.

External parties actively seek **collaboration** with the Brand because it is held in high esteem for the **positive impact** it is having.

There is an embracing of **"frenemy" feedback** for the long-term benefit of society and/or the environment.

There is **"truthsparency"** in what and how the Brand shows up to influence different stakeholders for the greater good.

## Portfolio Level 3 - Promising Progress

**Lifecycle Analysis (LCA)** or LCA like impact assessment of the brand's top selling & most representative products is completed (via the BCH Product Sustainability Framework (**PSF**)).

A clear **product innovation** and **packaging sustainability** strategy is in place focussing on priority impact areas/**swords & shields** (incl. those identified by the PSF).

Brand specific **roadmap of innovation/renovation** to deliver sustainability rooted in the brand purpose and brand wheel expression.

Workstream of low risk/business impact renovation to **clean up the current portfolio** (amplify swords, take steps to correct vs shields and materially reduce negative impacts on a per-unit basis).

**Supplier/other external partnerships** formed to help address the brands swords/shields, raise sustainability standards and reinvent products where sustainability is too expensive.

**Sustainability assessment** of all innovation pipeline projects undertaken at key stage gates (e.g. scoping, feasibility, development etc) and action taken to improve selected project's performance.

## Marketing Mixes Level 2 - Getting Started

All non-primary packaging materials are **responsibly sourced and recyclable**.

Packaging materials are **identified to the consumer** (labelling), enabling the consumer to effectively dispose and recycle.

Go-to-market access options are **restrictive** to reaching and engaging any newly identified Consumer or Customer groups.

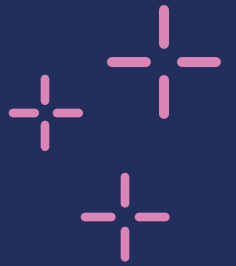
Stand alone product activations that are **dis-connected from brand purpose** are the extent of the brands sustainability play.

Brand specific communication on sustainability is **limited** or specific to brand extensions that support the corporate sustainability agenda.

Multiple sustainability partnerships exist but with an **ad hoc approach** on who to partner with.

# 04

## Action Roadmap



# There are 2 roadmaps to activate our Sustainability Strategy



## ADVANCING EQUITY IN LIFE FORMING NUTRITION

**Improving maternal and baby health** facilitating healthy conceptions, **minimizing pregnancy complications**, and **improving neonatal outcomes** through access to resources, products and educational for **everyone**

## CLEAN & SAFE INGREDIENTS & MATERIALS



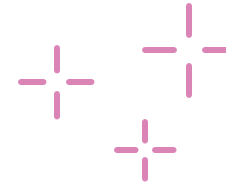
**Assessment and mitigation of our portfolio** ensuring we **minimize usage of unnecessary excipients** and **maintain a clean label** with **minimal number of colorants and artificial flavors** for all our products and its packaging materials





# 01

# Supporting Female & Male Fertility Action Roadmap



## → Milestones

1.1 product development →

1.2 hcps partnership →

1.3 fertility as growth engine →

## → Objective

**Expanding product line to include solutions specifically designed for fertility support** (core offerings and developing new products that cater to advanced fertility needs)

**Education & awareness trough strong HCPs partnership,** particularly fertility experts, to break the stigma surrounding fertility issues and nutrition role on fertility

**Expand Elevit 1:** our core product, with new positioning that will be centered around optimal conditions for conceiving, strategically shifting its focus to include fertility supplements

## → Initiatives (on going)

XXX  
XXX  
XXX

XXX  
XXX  
XXX

XXX  
XXX  
XXX

## → Governance

**Global Led:** Megabrand Lead  
**Own:** Milos N.  
**Influence:** Milos N.  
**Trust:** Market

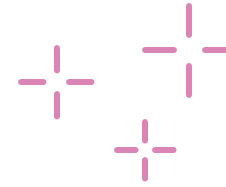
**Global Led:** Megabrand Lead  
**Own:** Milos N.  
**Influence:** Milos N.  
**Trust:** Markets

**Global Led:** Megabrand Lead  
**Own:** Milos N.  
**Influence:** Milos N.  
**Trust:** Markets



# 02

## Access to Maternal Health Action Roadmap



### → Milestones

2.1 expand access →

Keep leveraging nutritional gap initiative →

Continuous expansion and evolution of "new beginning" →

### → Objective

**Develop potential business model/products that drive MMS** in low-income markets, making MMS more accessible and affordable

**Continue to nurture strategic partnership that advocates for MMS adoption** –Vitamin Angels -improving reproductive health by ensuring access to the essential vitamins and minerals needed for every parent

**Leverage educational initiatives to raise awareness about MMS importance for maternal and infant health, as part of "Every Beginning" program.** Elevit's impact platform is designed to help parents and parents-to-be connect through shared experiences while gaining access to essential nutrients, nourish their babies from the very start

### → Initiatives (on going)

**01 . Develop a sub-brand** that carries LIC proposition (differentiation)  
**02. Highways to launch** MMS penetration

XXX  
XXX  
XXX

XXX  
XXX  
XXX

### → Governance

**Global Led:** Megabrand Lead  
**Own:** Milos N./ Caroline M.  
**Influence:** Milos N./ Caroline M.  
**Trust:** Markets

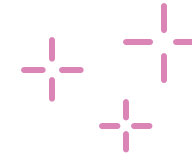
**Global Led:** Megabrand Lead  
**Own:** Milos N./ Caroline M.  
**Influence:** Milos N./ Caroline M.  
**Trust:** Markets

**Global Led:** Megabrand Lead  
**Own:** Milos N./ Caroline M.  
**Influence:** Milos N./ Caroline M.  
**Trust:** Markets



# 01

# Clean & Safe Ingredients & Materials Action Roadmap



## → Milestones

Ingredient Removal →

Identify potential harmful ingredients →

Packaging material assessment →

## → Objective

Ensure the removal of Titanium Dioxide and PFAS across Elevit formulas- exception of OTC formulas due to registration reasons

Identify any additional ingredients at risk in Elevit formulas according to Material Stewardship (MSL) guidance

Assess and mitigate risks associated with packaging materials that may contain banned or restricted substances

## → Action (Initiatives)

**01. Confirm** the total removal of Titanium Dioxide and PFAS in all existing and future formulas  
**02. Develop** a timeline for the complete transition from these ingredients (countries/ formulas in the scope X out of scope)  
**03. Ensure** cross-functional team communication (RA/ Supply/Medical/Brand Team) to ensure alignment on removal strategies and check-ins to monitor progress and address challenges

**01. Flag any potential known harmful ingredients present in our formulation (consumer insights/opinion):** Cross-check "Formulation Available" file against the MSL guidance, for the ones categorized as BANNED, RESTRICTED, or UNDER SCRUTINY for further review  
**02. Compile** a report detailing findings and recommend actions for any flagged ingredients

**Review** Ana's MSL file to identify any packaging materials flagged as BANNED, RESTRICTED, or UNDER SCRUTINY that could be in use for Elevit  
**Share & Collaborate** with the cross-functional team to understand if removal is possible and how to check possible replacements  
**Develop** alternative packaging solutions if any materials are found to be non-compliant

## → Guardrails (Documents)

**Our assessment** is grounded in the available documentation on the topic: MSL: Material Stewardship Guidance (led by Anna Kalila) and "Formulation Compilation" ( science work led by Adeline Pierre and Vipin Babu). Both are critical to the brand. Both were compiled by Michelle Kan to streamline/ simplify science process. Please ensure these documents form the basis for discussions and serve as references for future decision-making

## → Governance

**Global Led:** Supply Chain & Regulatory Team  
**Own:** Guney Sinem Kisa/ Anna Kalika  
**Influence:** Milos Nikolic  
**Trust:** Enterprise

**Global Led:** Megabrand Lead  
**Own:** Milos Nikolic/ Michelle Kan  
**Influence:** Milos N.  
**Trust:** Enterprise

**Global Led:** R&D & Regulatory Team  
**Own:** Jacqueline Denham  
**Influence:** Milos N.  
**Trust:** Enterprise

elevit<sup>®</sup>

