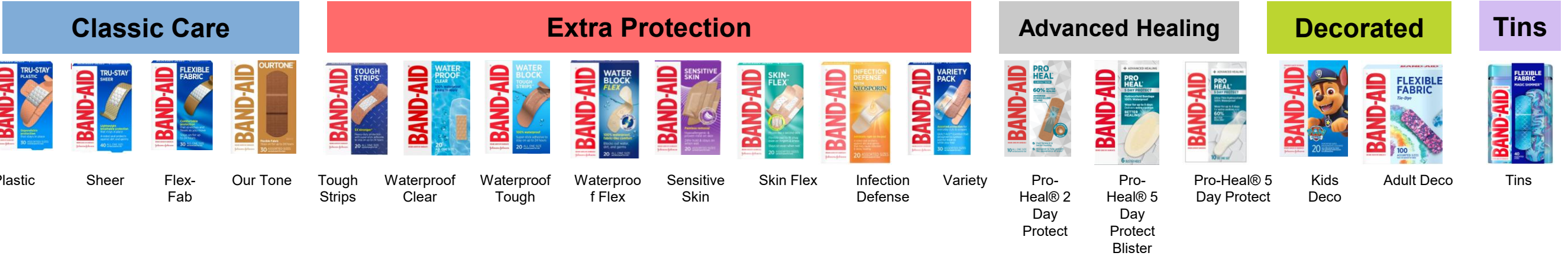


# BAND-AID® BRAND Product Portfolio Map



|           | Plastic                                            | Sheer                                       | Flexible Fabric                            | Our Tone                    | Tough Strips                                                                                       | Waterproof f Clear              | Waterproof Tough                       | Waterproof f Flex                            | Sensitive Skin                                | Skin Flex                                                                              | Infection Defense                | Variety                                                              | Pro-Heal® 2 Day Protect                                                                                                                                      | Pro-Heal® 5 Day Protect                                                | Kids Deco                                         | Adult Deco                                   | Tins                                                                 |
|-----------|----------------------------------------------------|---------------------------------------------|--------------------------------------------|-----------------------------|----------------------------------------------------------------------------------------------------|---------------------------------|----------------------------------------|----------------------------------------------|-----------------------------------------------|----------------------------------------------------------------------------------------|----------------------------------|----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|---------------------------------------------------|----------------------------------------------|----------------------------------------------------------------------|
| Benefit   | Everyday Protection                                | Lightweight protection that stays in place  | Flexible comfortable fabric                | Flexible comfortable fabric | Durable protection                                                                                 | 100% waterproof                 | 100% waterproof                        | 100% waterproof                              | Hurt free removal and hypoallergenic          | Moves like a second skin                                                               | With NEOSPORIN® right on the pad | Different shapes and sizes for all your wound care needs             | Provides an optimal wound healing environment                                                                                                                | Provides an optimal wound healing environment                          | Impulse purchase and fun for kids (often License) | Unlicensed designs that resonate beyond kids | Durable case to store BAND-AID® Brand bandages                       |
| Key Claim | Basic protection for everyday minor cuts & scrapes | Flexibility and comfort your skin will love | Comfortable protection that moves with you | Compliments Skin Tones      | 5x stronger* heavy-duty protection<br>*Compared to BAND-AID® Brand TRU-STAY® Sheer Strips Bandages | 100% waterproof & easy to apply | 100% waterproof & super-stick adhesive | 100% waterproof with fabric-like flexibility | Strong protection that is gentle on your skin | 5x Stretchier*<br>*Compared to BAND-AID® BRAND Adhesive Bandage TRU-STAY® Sheer Strips | antibiotic right on the pad"     | #1 Doctor Recommended Brand*<br>*IQVIA ProVoice Survey November 2025 | 60% Better Healing*<br><br>*Based on a 7-day average of percentage of subjects showing improvement of general wound appearance compared to standard of care. | Wear For 5 Days Delivers Less Scarring*<br><br>*Versus uncovered wound | Turns Boo-Boos into Woo-Hoos                      | Colorful designs on flexible fabric          | #1 Doctor Recommended Brand*<br>*IQVIA ProVoice Survey November 2025 |