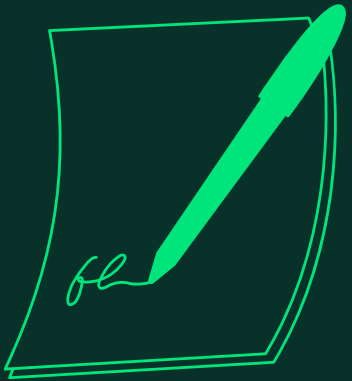


Global Employee Benefits Guidelines

MBWL Global Pensions and Benefit Conference

Holger Hahn | Boehringer Ingelheim | 28 October 2026

Today's agenda



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At Boehringer Ingelheim – More than Governance

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Discussion

About Boehringer Ingelheim

Boehringer Ingelheim in brief

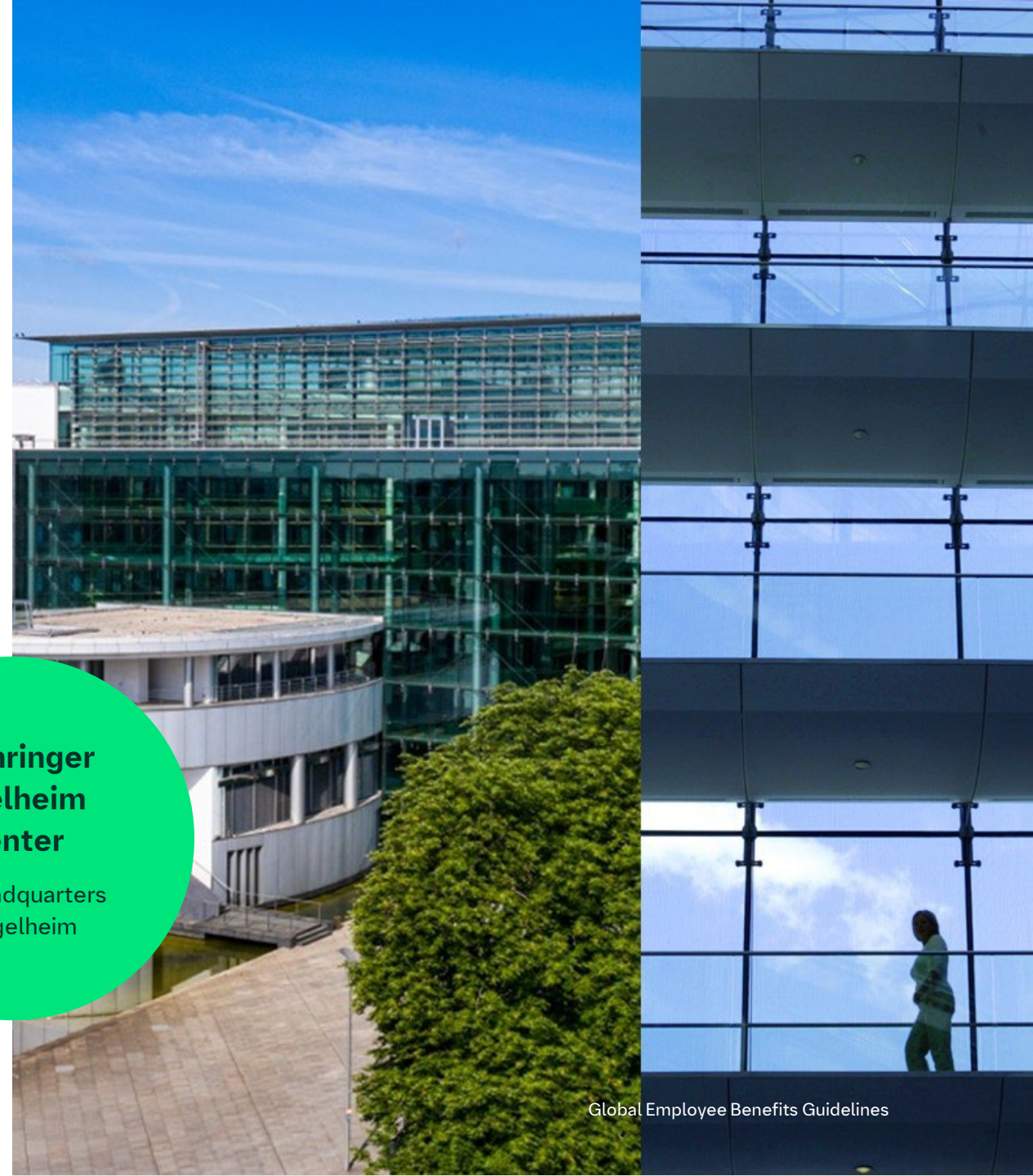
- Family-owned pharmaceutical company
- Founded 1885 in Ingelheim, Germany
- Focus on Human Pharma and Animal Health
- About 54,500 employees worldwide
- R&D expenses of 6.2 billion EUR
- 26 R&D sites worldwide for Human Pharma and Animal Health
- Net sales of 26.8 billion EUR

Status: 31/12/2024



Boehringer Ingelheim Center

Our headquarters
in Ingelheim



We are winning with people

At Boehringer Ingelheim, we're powered by our people.

- We're focused on creating an environment that empowers every one of us
- Our people-centric HR approach allows us to harness incredible talent and support each individual to bring their best self to work
- Creating the greatest team with the knowledge, ability and belief to achieve our purpose of transforming lives for generations because each employee has an incredibly important part to play

- ✓ Attracting the right talents
- ✓ Powerful internal people development
- ✓ Attractive work environment
- ✓ Inspiring leadership

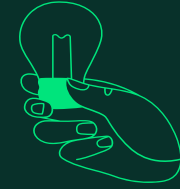


Global Employee Benefits Guideline

At Boehringer Ingelheim – More than Governance

Where Did We Start

- **Global Benefit Governance Structures** established for 15+ years
 - Benefit Governance Procedure (internal guideline)
 - Global Benefit Governance Committee, overseeing all main long-term benefit plans and approval of changes
 - Global Broker for all insured benefits
- **Winning With People** – set the scene for a total rewards framework
 - Compensation
 - Benefits & Wellbeing
 - Development & Growth



COMPETITIVE



FAIR



CLEAR

What Do We Have Around The Globe

Our Benefits and Wellbeing offers are diverse – some are common across the geographies.

These offers, combined with a market view and employee listening, are the basis of our global benefits framework.

Financial Health	Physical & Mental Health	Rewards & Recognition	Work Life Balance
• Pension / Retirement • Death / Disability Benefits • Health / Medical Insurance • Subsidized Medicines • Sickness Benefits • Flexible Spending Accounts • Education Support • Financial Counseling • Company Loan • Emergency Aid • Business Travel Insurances • Group Insurances, e.g. Life, Business Travel, AD&D • Support for private insurances (in-house broker)	• Employee Assistance Programs • Psychological support • Health / dental / optical care • External and internal health services • Health & prevention programs, vaccinations • Health check-up • Vaccination • Food and beverages at facilities • Food at home / to go • Meal at work	• Birthday • Birth / adoption • Marriage • Anniversaries / seniority • Retirement • Festive season • Event-driven gifts • Social events • Recognition program • Idea management	• Childcare support • Childcare during (school) holidays • Childcare in exceptional circumstances • International Mobility benefits • Banking / cleaning / travel assistance services • Company car • Car Allowance • Public transportation • Support for bikes • Flexible work arrangements • Alternative office space

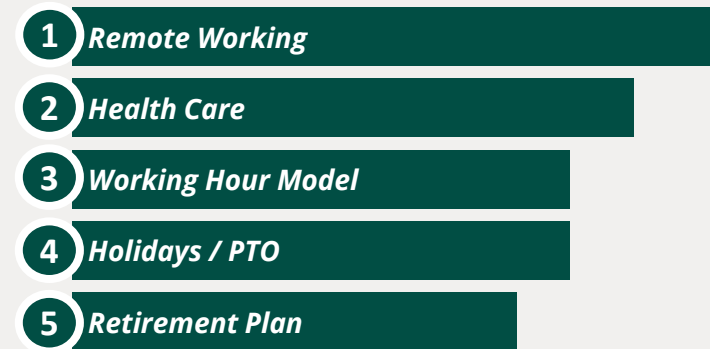
How Do We Listen

Feedback From Global Surveys

- AON 2025 worldwide employee sentiment survey highlights following four main trends:
 - Money talks in the Talent war, but Benefits and Culture create distinction
 - Too many employers are failing to accommodate differing needs
 - Ineffective communication is hindering employee benefits utilization
- MBWL 2025:
 - Wellbeing initiatives prioritized both to control cost und attract/retain talents
 - Benefit strategies focused on employee engagement and market competitiveness
- Mercer 2024 Global Benefits Modernization Strategies
 - 71% of companies have or are implementing Global Minimum Standards, with 80% having implemented standardized mental health support worldwide

Feedback From Our Employees

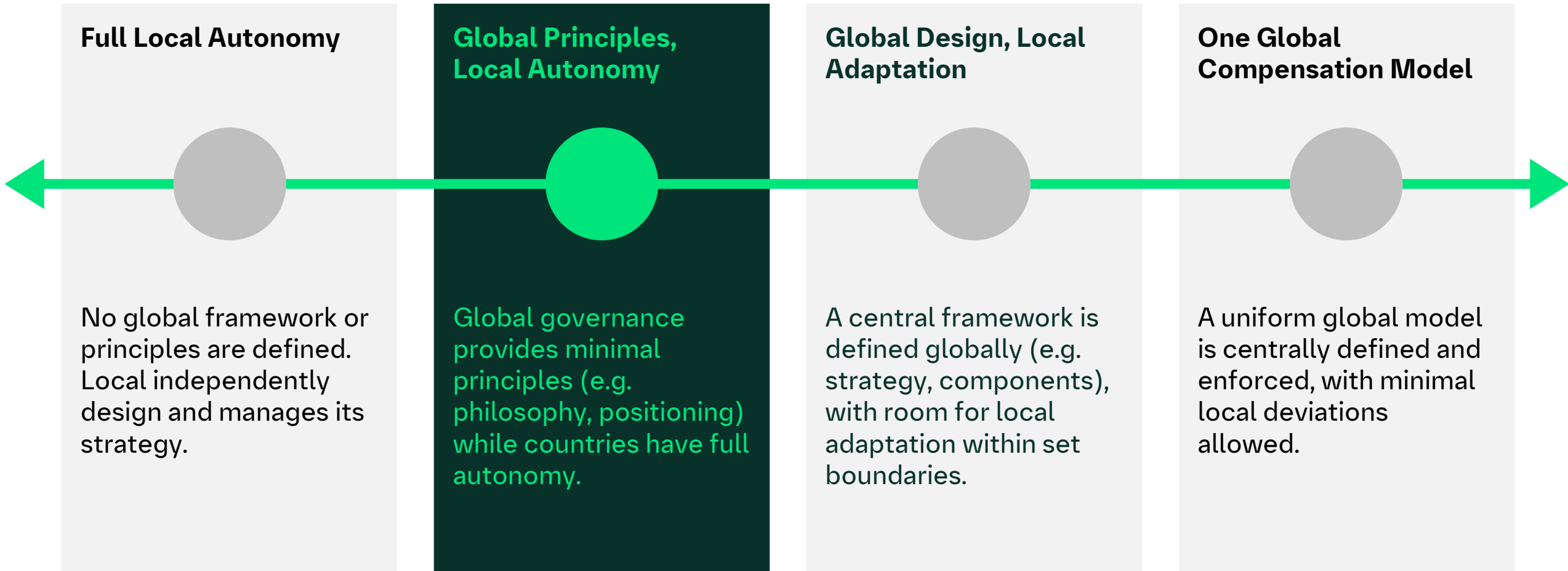
Top 5 Most Valuable Benefits



Top 5 Least Valuable Benefits



Where Do We Want To Position Ourselves In The Future



Our Benefit & Wellbeing Ambition

We offer flexible benefits / work arrangements to enable your wellbeing

What Is Our Ambition

As a family-owned company, we **care** about you as **a person**, and we acknowledge **your needs at every life stage**.

Therefore, you will be able to select **benefits that matter to your personal situation**.

You may also **flex your work arrangements**, **balancing your and your team's needs** in line with our collaborative culture.

Moreover, our benefits offering reflects our commitment to **sustainability** and our purpose of **transforming lives for generations**.

Discussion

Global Employee Benefits Guidelines between global governance and local flexibility

How do global employee benefit guidelines fit into a total rewards strategy, and how can the diverse world of benefits around the globe be captured in a single guideline without overly restricting the countries that have to implement these directives?

Time For Discussion

- Who has already a global benefit guideline in place?
- Is your global benefit guideline integrated in a broader, e.g. total rewards, strategy?
- How are your global benefits aligned with broader corporate priorities such as ESG, talent attraction, and talent retention?
- What workforce analytics and demographic data are you using to shape your benefits offerings?
- What challenges have you faced in implementing a Global Benefits Guideline across countries?
- Do you have visibility into country-level benefit costs and ROI, and how do you track effectiveness across markets?

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