

////////// Health for all, Hunger for none



*43<sup>rd</sup> Annual*  
***J.P. Morgan Healthcare***  
***Conference***  
***Handout***

January 2025



# Cautionary Statements Regarding Forward-Looking Information

This presentation may contain forward-looking statements based on current assumptions and forecasts made by Bayer management.

Various known and unknown risks, uncertainties and other factors could lead to material differences between the actual future results, financial situation, development or performance of the company and the estimates given here. These factors include those discussed in Bayer's public reports which are available on the Bayer website at

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# Delivering Sales Growth, Earnings and Cash Flow Guidance

9M 2024

**BAYER GROUP**



**Sales Growth**  
(cpa)

**+1%**  
vs PY

**Core EPS**

**€4.00**  
↓ vs PY

**Free Cash Flow**

**-€0.2bn**  
↑↑ vs PY



**Crop Science**

**Sales Growth**  
(cpa)

**-2%**

**EBITDA Margin**  
(before special items)

**20.2%**



**Pharmaceuticals**

**+4%**

**26.9%**



**Consumer Health**

**+3%**

**23.4%**

Growth in Pharmaceuticals and Consumer Health offsetting headwinds in Crop Science

cpa = currency and portfolio adjusted



# Our Ambition Through 2026

## Growth & Innovation:

- **Crop Science:** Outgrow market in core business; Improve profitability; Extend innovation leadership with annual portfolio refresh and advancement of blockbuster technologies
- **Pharmaceuticals:** Support topline resilience during LoE's of major products; Drive productivity gains to support margins; Advance early assets to rebuild promising mid-/late pipeline
- **Consumer Health:** Grow above market; Deliver profitability at industry competitive margin level; Further build our iconic brands through innovation and commercial excellence

## New Operating Model:

- Implementation of **dynamic shared ownership**
- Higher **customer and product focus** and leaner organizational set up

## Cash & Deleveraging:

- Improve **cash generation** and **cash conversion**<sup>1</sup>
- **Reduce net debt** and improve leverage ratio towards ~ 2.5x

## Litigation:

- Broaden litigation approach in an effort to **reduce the long-term exposure**
- Advance legal strategies **inside and outside the courtroom**

<sup>1</sup> Cash conversion: Free Cash Flow / EBITDA before special items



*43rd Annual  
J.P. Morgan  
Healthcare  
Conference*

*Stefan Oelrich  
Member Of The Board  
Of Management Of Bayer AG  
President Pharmaceuticals*

*January 14, 2025*





# Affirming Progress on Bayer Pharma's Strategic Agenda



## RENEW TOPLINE



- // Managing through increasing **Xarelto** LoE pressures
- // **Base business** remains resilient
- // **Launch of Eylea 8mg** including Pre-filled Syringe underway
- // Continued **strong uptake** of launch brands **Nubeqa** and **Kerendia**
- // **Launch preparations** for **Acoramidis** and **Elinzanetant** ongoing



## GROW PIPELINE VALUE



- // **Eight successful Phase III completions** since 2024
- // **Replenishment of early- and mid-stage pipeline** with increased contributions from platform companies
- // **New R&D model** focused on innovative FIC/BIC assets and productivity



## LEVERAGE NEW OPERATING MODEL



- // **Balancing** pressure on earnings through **shift of resources** to focus areas
- // **New architecture implemented** – vast majority of customer and product teams activated
- // **Building a leaner and more agile organization** resulting in **significant headcount reductions**



# Bayer Pharma to Deliver at Higher End of 2024 Guidance



## FINANCIAL PERFORMANCE

	9M 2024 Actual	FY 2024 Guidance at constant FX <sup>1</sup>	2024 Estimated FX impact <sup>2</sup>
<b>Net Sales</b> Δ% yoy (cpa <sup>3</sup> )	<b>+4%</b>	<b>0% to +3%</b> (previously: -4% tp 0%)	<b>~ -4%pts</b>
<b>EBITDA Margin<sup>4</sup></b>	<b>26.9%</b>	<b>26% to 29%</b>	<b>~ -2%pts</b>

Guidance for sales growth raised in August 2024  
On track to deliver at higher end of raised guidance



## KEY DRIVERS 9M 2024



**+80%** (cpa<sup>3</sup>)  
€1.1bn



**+79%** (cpa<sup>3</sup>)  
€0.3bn



**+7%** (cpa<sup>3</sup>)  
€2.5bn



**-11%** (cpa<sup>3</sup>)  
€2.6bn



**+7%** (cpa<sup>3</sup>)  
€1.5bn

<sup>1</sup> Reflects our 2024 guidance at the average actual currencies for 2023; <sup>2</sup> Estimated FX impact: Currency assumptions based on month-end September 2024 spot rates (1 EUR=) 1.12 USD, 6.08 BRL, 7.83 CNY, 1,082 ARS, 38.27 TRY. Impact is calculated as difference to constant currencies = at average actual currencies for 2023; <sup>3</sup> currency and portfolio adjusted; <sup>4</sup> EBITDA Margin before special item



# Building Momentum for Long-Term Growth as of 2027+

illustrative

2023

2024-2026 (cpa)

2027+

## NET SALES

New Launch Assets

Nubeqa, Kerendia

Xarelto

Eylea 2mg & 8mg

Base Business (incl. Radiology, WH and Other Late Lifecycle Assets)

€18.1bn

€1.1bn

€4.1bn

€3.2bn

€9.6bn

New Launch Assets: Elinzanetant, Acoramidis and Asundexian Stroke<sup>1</sup>



Rejuvenated Portfolio with 6 Potential New Growth Drivers

## Perspectives 2025 and beyond

Drive growth momentum of Nubeqa and Kerendia

Sustain Eylea Market Position

Forge next wave of growth with Acoramidis and Elinzanetant

Prepare for Asundexian Stroke

Stabilize Xarelto after LoE impact





# Eylea: Leader in Retinal Market and Well-Positioned to Sustain Market Position

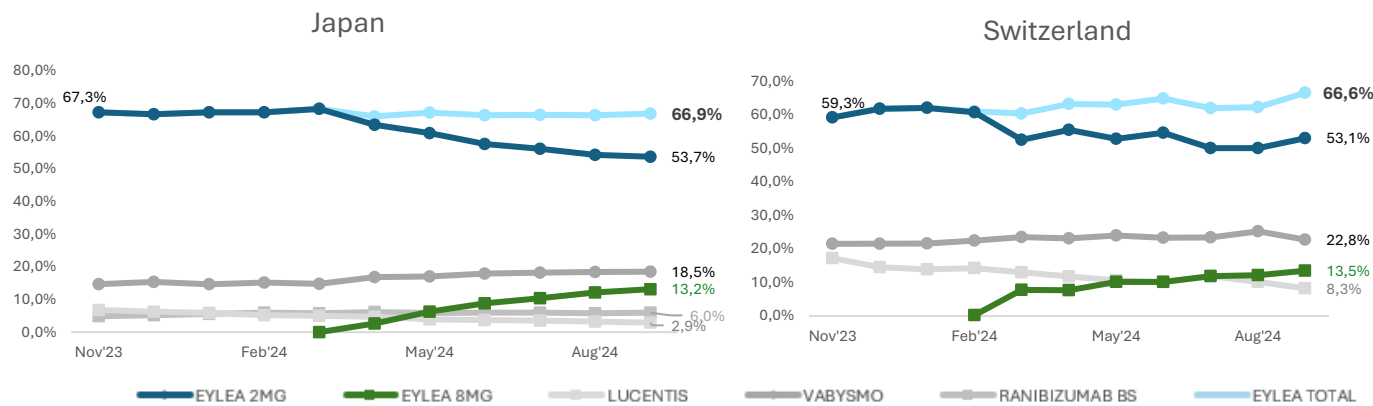
## EYLEA

is the #1 anti-VEGF treatment since 2016

**EYLEA® 8mg** : Setting a new standard in retinal diseases  
(aflibercept 114.3mg/mL solution for injection)

- // Unprecedented clinical profile consistently confirmed across Phase III studies
- // First drug with approved treatment interval of up to 5 months in nAMD and DME<sup>1</sup>
- // Pre-filled syringe available (PFS) since September 2024

### Strong market share uptake observed in first-wave countries



Source: MIDAS LC EUR Oct.24

Perspectives 2025 and beyond

Expect continued growth for anti-VEGF market ~3-4% CAGR 2024 - 2033<sup>2</sup>

Execute on continued 8mg launches and PFS roll-out to maintain Eylea franchise market share

Expect first data from RWE<sup>3</sup> study SPECTRUM in H1 2025

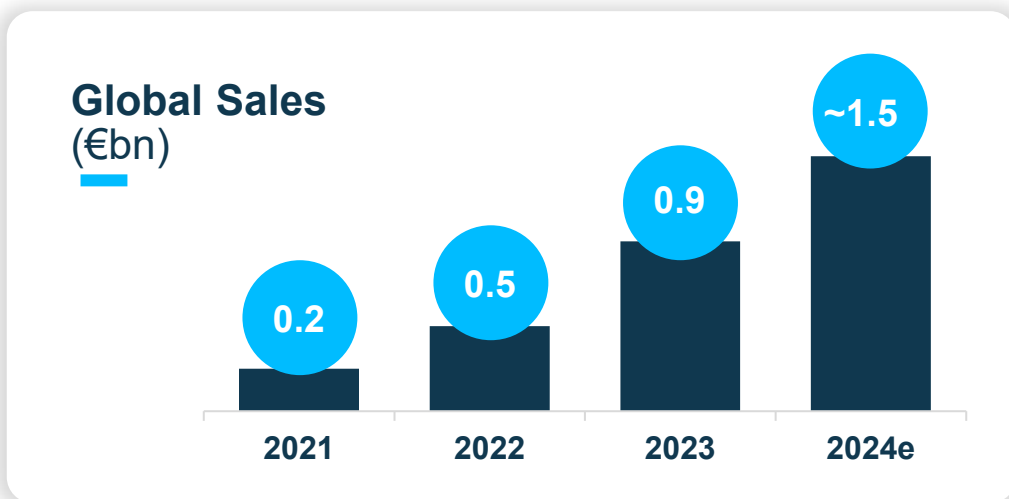


# Nubeqa: Blockbuster Status with 100k+ Patients Treated to Date



is a non-steroidal androgen receptor inhibitor (ARI) with **market-leading positions** in the **treatment of prostate cancer**

- // **Powerful efficacy and favourable tolerability** profile demonstrated throughout Phase III program
- // **#1 in nmCRPC<sup>1</sup> and #2 in mHSPC<sup>2</sup>** within 5 years of approval
- // **Continues to grow faster than the ARI market in the US**; additional approvals driving further growth ex-US



## Perspectives 2025 and beyond

**Expect continued growth** in nmCRPC<sup>1</sup> and mHSPC<sup>2</sup>

**Expand into significantly larger patient populations** mid- to long- term:

- // High risk biochemical recurrence launch expected in 2028
- // (Neo) Adjuvant treatment of high risk localized prostate cancer launch expected in 2028

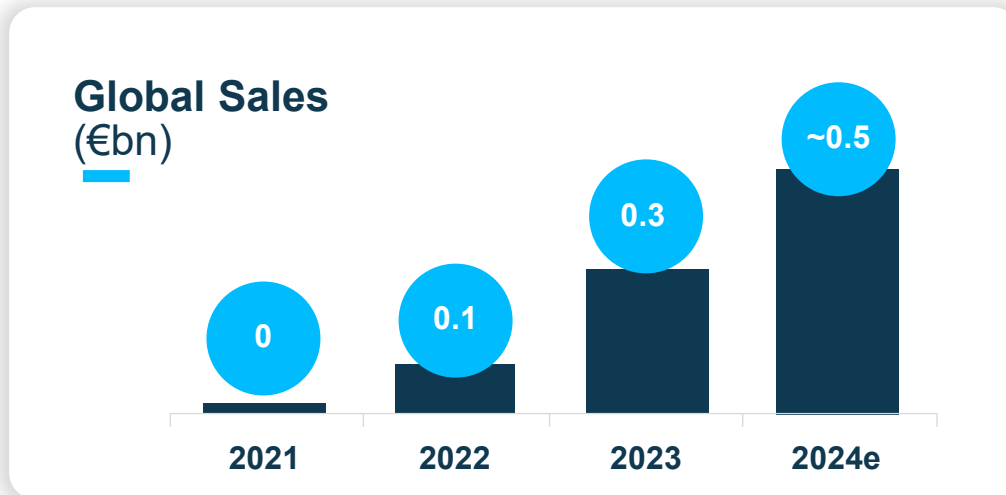


# Kerendia: Building a True Cardiorenal Brand in Chronic Kidney Disease and Heart Failure



is the only selective, nonsteroidal MRA<sup>1</sup> with **proven Heart and Kidney benefit**

- // **Strong growth** in CKD<sup>2</sup>/T2D<sup>3</sup> in key regions and countries, driven by US and China
- // **HF<sup>4</sup> indication offers significant growth potential:**
  - // FINEARTS-HF showed groundbreaking results in highly underserved space
  - // Applications for HF indication in US and China **just submitted**



## Perspectives 2025 and beyond

Further drive uptake in ~700m patient CKD market, by accelerating CKD/T2D indication and broadening to cover whole spectrum of CKD

Prepare launch into underserved market, addressing ~50% of HF patients



# Leveraging our Market-Leading Positions in CV and WH to Drive Further Growth Momentum

## ACORAMIDIS in ATTR-CM<sup>1</sup>

- // Potential **New Treatment Option in ATTR-CM<sup>1</sup>**
- // Addressing **high medical need** in a focused, well defined but highly under-diagnosed patient population
- // ATTRibute-CM showed **highly significant results**

**36%** reduction in combined endpoint, showing benefits already after 3 months of treatment and 50% reduction in CV hospitalizations

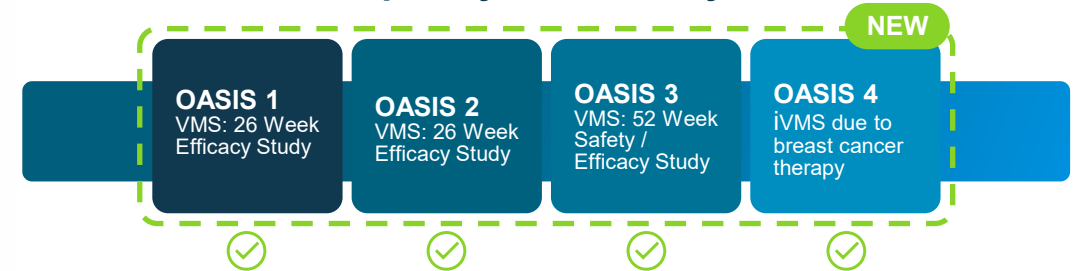
- // In-licensed from BridgeBio, exclusive commercialization rights for European markets

Positive CHMP on Dec 13

Expect first launches in H1 2025

## ELINZANETANT in VMS treatment

- // **First non-hormonal**, oral, dual neurokinin-1,3 receptor antagonist
- // Up to 80% of women going through menopausal transition experience vasomotor symptoms (VMS).
- // 2 out of 3 women will not be treated with hormones
- // OASIS 1-4 program consistently showed **significant reduction in frequency and severity of VMS**



Expect first launches in H2 2025



# Pipeline Replenishment in Full Swing, Driven by New Innovation Model

## Early- and mid-stage advancements

### Phase I additions

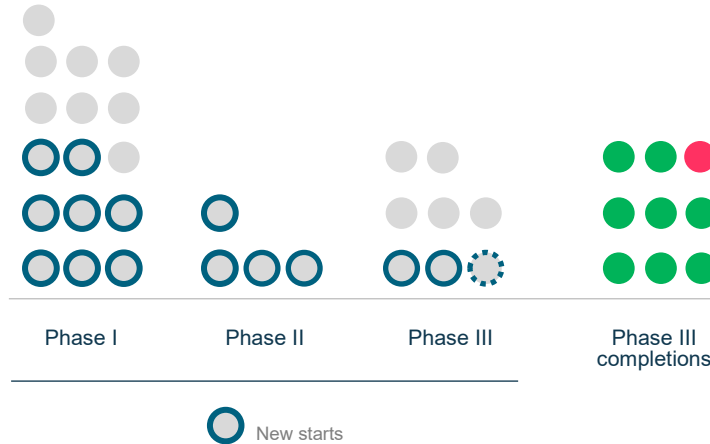
- > VVD Keap1 Act (Oncology)
- > VVD STAT3 Inh (Oncology)
- > 225Ac-Pelgifatamab (Oncology)
- > 225Ac-PSMA-Trillium (Oncology)
- > SOS1 Inhibitor (Oncology)
- > DGKalpha Inh (Oncology)
- > BAY 3389934 (Anticoagulation)
- > BAY 2701250 (Pulmonary Hypertension)

### Phase II additions

- > AB-1002 Gene therapy (congestive HF)
- > AB-1005 Gene therapy (Parkinson's Disease)
- > Anti-alpha2-AP (acute ischemic stroke)
- > sGC activator oral (CKD)



## Pipeline progress since June 2023<sup>1</sup>



## Phase III advancements

### Phase III additions

- Bemdaneprocel (Parkinson's Disease)
- HER2/m EGFR Inh (Oncology)
- Kerendia (CKD in T1D) FINE-ONE

### Phase III completions

- Asundexian (Atrial fibrillation) OCEANIC-AF
- Elinzanetant (VMS) OASIS-1-4
- Nubeqa (mHSPC w/o chemotherapy) ARANOTE
- Kerendia (HF with LVEF≥40%) FINEARTS-HF
- Eylea 8mg (RVO) QUASAR
- Gadoquatrane (Contrast agent)



Advanced or Completed over 20 Clinical Programs across phases in past 18 months



Focused on 4 Strategic Innovation Areas



Shifted resources to assets with highest potential



# Accelerating Development of Promising Assets

## BEMDANEPROCEL in Parkinson's disease

// **Parkinson's disease (PD)** is the second most common neurodegenerative disease, affecting more than 11 million people globally and ~1 million in the US

// Current treatments do not replace lost dopaminergic neurons and lose efficacy over time, leading to motor complications



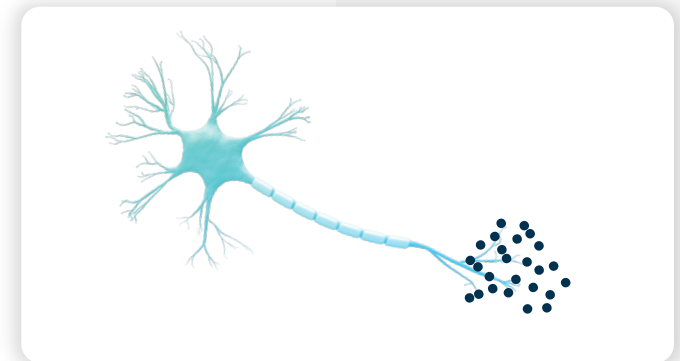
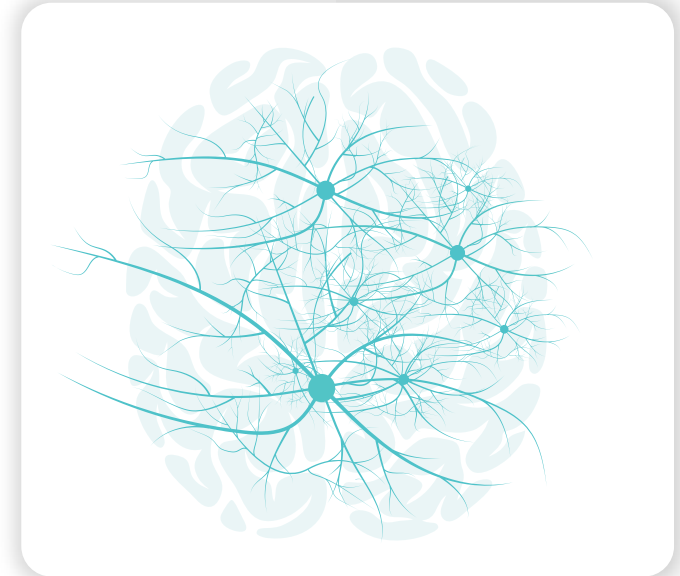
// Bemdaneprocel is the first PSC<sup>1</sup>-derived cell therapy **with positive Phase I data in PD**

// **Favorable safety profile** through 24-months post transplantation

// Trends towards improvement or stability across motor, non-motor, and quality of life assessments indicate **potential clinical benefit**



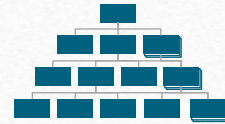
// Plan to initiate **Phase III** trial announced on Jan 13, 2025





# New Operating Model: Increased Focus, Quality, Productivity and Efficiency

**FROM:**  
Traditional hierarchical  
org focus...



**TO:**  
Mission-centric, value-  
focused operating model



## **Focus**

- // Shift of resources towards launch brands; Expanded presence in the US
- // Stronger focus on customer needs with ~300 dedicated product and customer teams
- // Innovation focus areas driven by value, differentiation, feasibility and competencies

## **Quality**

- // Increased business ownership by micro enterprises
- // Teams to utilize most appropriate functional expertise when needed
- // Shift to breakthrough innovation leveraging scientific advances, platforms, precision medicine and AI

## **Productivity**

- // Shift to value creation, asset-centric operating model, leaner governance
- // Self-managed customer- and product teams with much greater autonomy
- // Small clusters operating with speed and efficient decision-making

## **Efficiency**

- // Cost efficiencies realized with the elimination of roles, processes and activities not focused on our mission
- // Reduction of management layers
- // Stringent Cost and OPEX Management



***Transformative Improvements to Drive Topline Growth and Profitability***



# Building Momentum for Long-term Growth as of 2027 while Managing LoE Transition

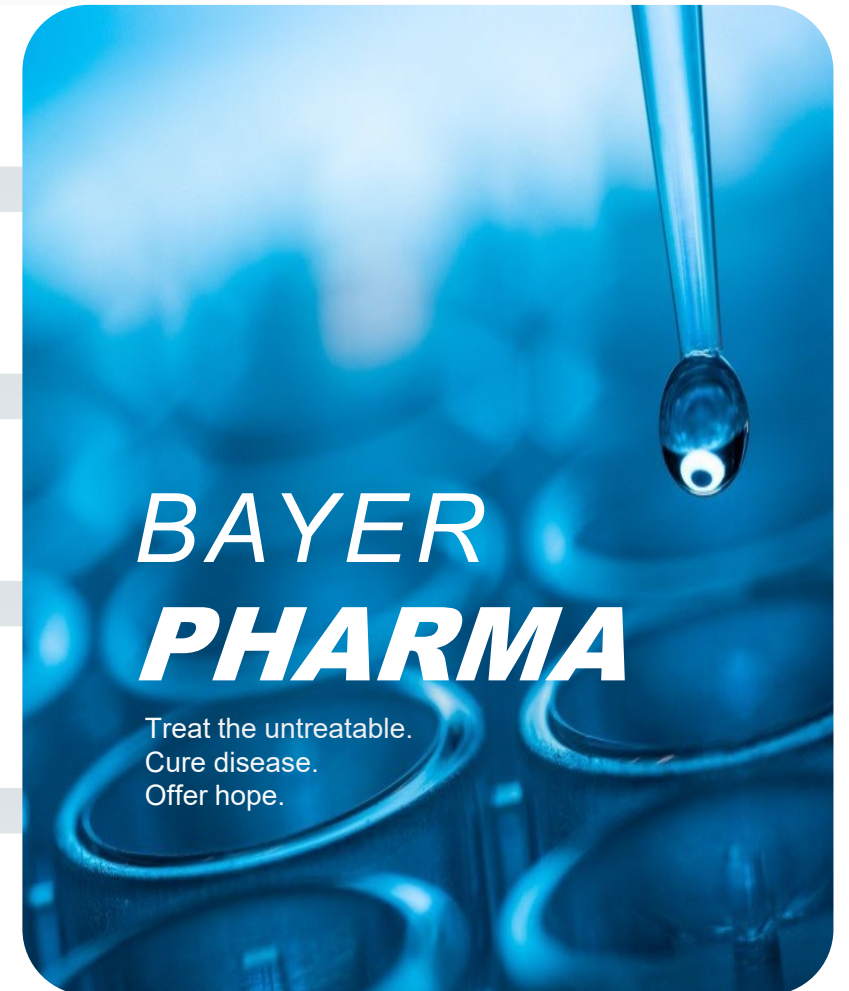
> **Three strategic priorities:**  
Renew topline – grow pipeline value – leverage new operating model

> **Successful launches of Nubeqa, Kerendia and Eylea 8mg**  
to largely balance LoEs

> **Upcoming launches of Acoramidis and Elinzanetant** to drive further growth momentum

> **Rapid rebuild of competitive pipeline** is in full swing, based on new Innovation Model

> **New Operating Model** is driving **productivity and efficiency gains** amid LoE pressures and growth investments





////////// *Health for all, Hunger for none*



# ***Appendix***

January 2025



# Pharmaceuticals – Pipeline Overview<sup>1</sup> (as of December 11, 2024)

Phase I	Phase II	Phase III
HER2/mEGFR Inhibitor (BAY 2927088)	<b>Congestive Heart Failure rAAV Gene Therapy (AB-1002)</b> // Congestive Heart Failure (GenePHIT)	<b>Darolutamide (AR Inhibitor)</b> // Adjuvant Prostate Cancer (DASL-HiCaP) // Prostate Cancer with Biochemical Recurrence after Curative Radiotherapy (ARASTEP)
DGKzeta Inhibitor (BAY 2965501)	<b>Anti-a2AP (BAY 3018250)</b> // Acute Ischemic Stroke; Pulmonary Embolism (SIRIUS)	<b>HER2/mEGFR Inhibitor</b> // Advanced Non-small Cell Lung Cancer with HER2 Activating Mutations, 1L (SOHO-02)
CCR8 Ab (BAY 3375968)	<b>sGC Activator Oral (BAY 3283142)</b> // Chronic Kidney Disease (ALPINE-1)	<b>Finerenone (MR Antagonist)</b> // Heart Failure (HFmr/pEF) (FINEARTS-HF) // Non-diabetic Chronic Kidney Disease (FIND-CKD) // Chronic Kidney Disease in Type 1 Diabetes (FINE-ONE)
VVD KEAP1 Act (VVD-130037 aka NRF2 Inh, BAY 3605349)	<b>Parkinson's Disease rAAV Gene Therapy (AB-1005)</b> // Parkinson's Disease (REGENERATE-PD)	<b>Vericiguat (sGC Stimulator)</b> // Heart Failure (HFrEF) (VICTOR <sup>2</sup> )
DGKalpha Inh (BAY 2862789)		<b>Asundexian (FXIa Inhibitor)</b> // 2 <sup>o</sup> Stroke Prevention (OCEANIC-STROKE)
225Ac-Pelgifatamab (BAY 3546828)		<b>Aflibercept 8mg (VEGF Inhibitor)</b> // Retinal Vein Occlusion (QUASAR)
VVD STAT3 Inhibitor (VVD-130850, BAY 3630914)		<b>Gadoquatrane (High Relaxivity Contrast Agent)</b> // Magnetic Resonance Imaging (QUANTI-CNS, QUANTI-OBR)
225Ac-PSMA-Trillium (BAY 3563254)		
SOS1 Inhibitor (BAY 3498264)		
SEMA 3a (BAY 3401016)		
Anti-coagulant (BAY 3389934)		
<b>Bemdaneprocel (Parkinson's Disease Cell Therapy) (BRT-DA01)</b>		
<b>Multiple System Atrophy rAAV Gene Therapy (AB-1005 aka AAV2-GDNF-MSA)</b>		
<b>Pompe Disease rAAV Gene Therapy (ACTUS-101)</b>		
<b>LGMD2I/R9 rAAV Gene Therapy (AB-1003 aka LION-101)</b>		
<b>GPR84 Antagonist (BAY 3178275)</b>		
<b>BAY 2701250</b>		
		<b>Submissions</b>
		<b>Darolutamide (AR Inhibitor)</b> // US, EU: Prostate Cancer (mHSPC) (ARANOTE)
		<b>Elinzanetant (Neurokinin-1,3 Rec Antagonist)</b> // US, EU: Vasomotor Symptoms
		<b>Aflibercept 8mg (VEGF-Inhibitor)</b> // CN: Neovasc. Age-rel. Macular Degen. (nAMD)
		<b>Acoramidis<sup>4</sup> (TTR-Stabilizer)</b> // EU: Transthyretin Amyloid Cardiomyopathy

- Oncology
- Cardiovascular+<sup>3</sup>
- Neurology & Rare Diseases
- Immunology
- Others

- New molecular entity
- Life cycle management

- Protein Therapeutics
- Cell Therapy
- Contrast Agent
- Genetic Medicine
- Radionuclide Therapy
- Small Molecule

<sup>1</sup> Bayer and partner sponsored + 3rd party label enabling studies with first patient first visit  
<sup>2</sup> Conducted by Merck & Co <sup>3</sup> Including Precision Cardiovascular, Nephrology & Acute Care  
<sup>4</sup> Exclusive commercialization rights acquired for EU markets; pending marketing authorization approval. Submission to EMA under responsibility of BridgeBio