



*42nd Annual
J.P. Morgan
Healthcare
Conference*

*Stefan Oelrich
Member of the Board
of Management of Bayer AG*

President Pharmaceuticals
January 9, 2024



Cautionary Statements Regarding Forward-Looking Information

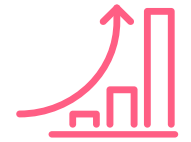
This presentation may contain forward-looking statements based on current assumptions and forecasts made by Bayer management.

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 www.bayer.com.

The company assumes no liability whatsoever to update these forward-looking statements or to conform them to future events or developments.



Bayer Pharma's Strategic Agenda

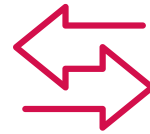


**RENEW
TOPLINE**



Drive continued sales momentum and ensure blockbuster potential of Nubeqa and Kerendia

Maximize the full commercial value of the current portfolio, notably Eylea and Radiology



**REALLOCATE
RESOURCES**



Continued **shift of resources** towards launch brands and assets with high innovation potential

Stringent cost management



**REBUILD
PIPELINE**



Progress **late-stage pipeline**

Replenishment of early pipeline with increased contributions from platform companies

On Track to Deliver on 2023 Guidance While Managing Significant Challenges



FINANCIAL PERFORMANCE

	9M 2023 <i>Actual</i>	FY 2023 <i>Guidance</i>
Net Sales Δ% yoy (cpa ¹)	-1%	~0%
EBITDA Margin²	29.1%	~28%

Key Sales Drivers of 9M 2023 Performance



+105% (cpa¹)
€0.6bn



+220% (cpa¹)
€0.2bn



+5% (cpa¹)
€2.4bn



+8% (cpa¹)
€1.5bn

2023 REVIEW

Achievements

Strong launch uptake of **Nubeqa and Kerendia**

Positive topline results of **Elinzanetant**

Eylea 8mg positive CHMP opinion

Initial successes from **platform companies**

Early pipeline replenishment in full swing

Challenges

China business headwinds

Pressure on **Xarelto**

Asundexian OCEANIC-AF study termination

Unfavourable **product mix**

Inflationary pressures

¹ currency and portfolio adjusted ² EBITDA Margin before special items



Solid underlying business momentum: New launches to largely compensate for Loss of Exclusivity



SALES BAYER PHARMACEUTICALS

(illustrative)

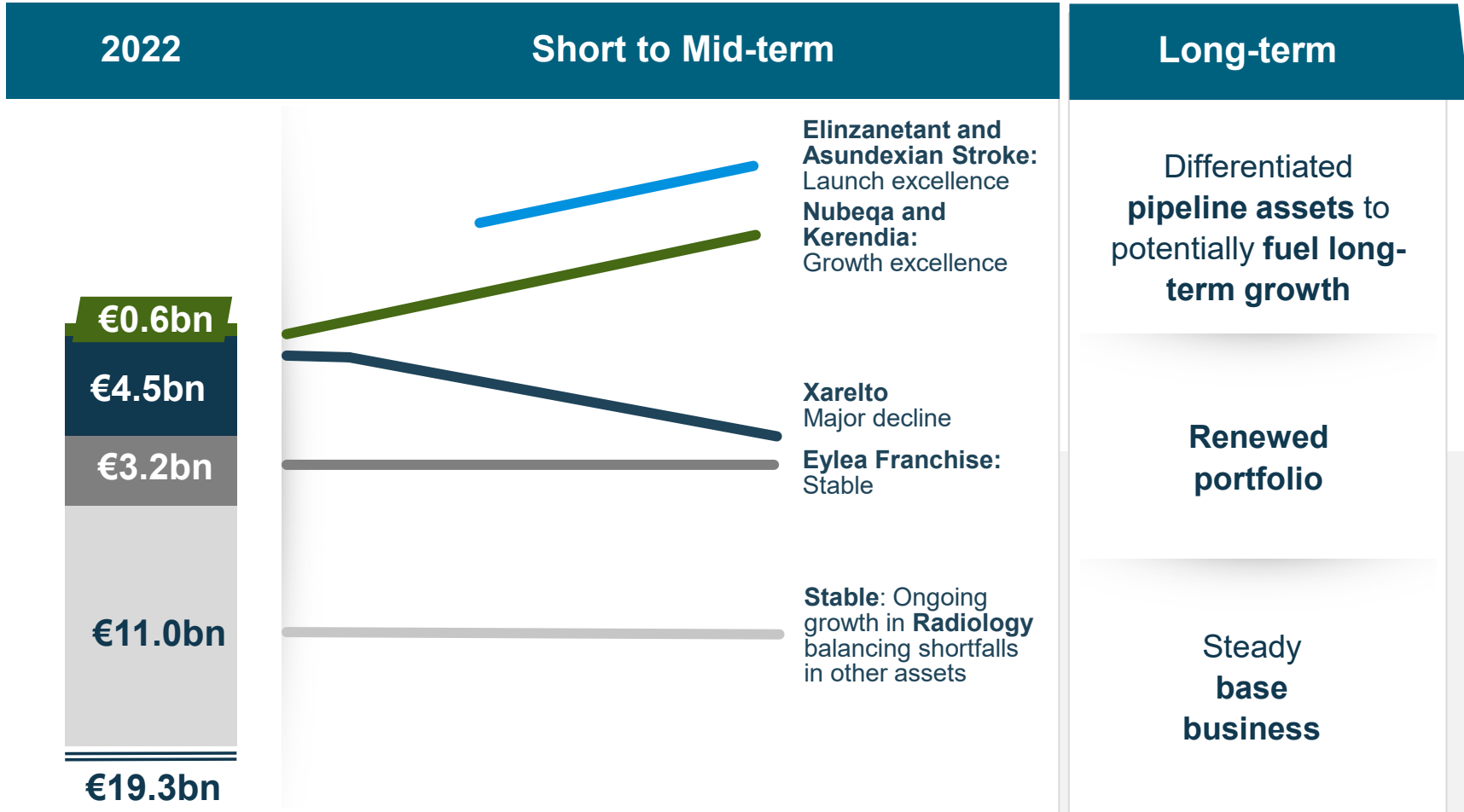
> Elinzanetant, Asundexian Stroke

> Nubeqa, Kerendia

> Xarelto

> Eylea

> Radiology and Other Late Lifecycle Assets

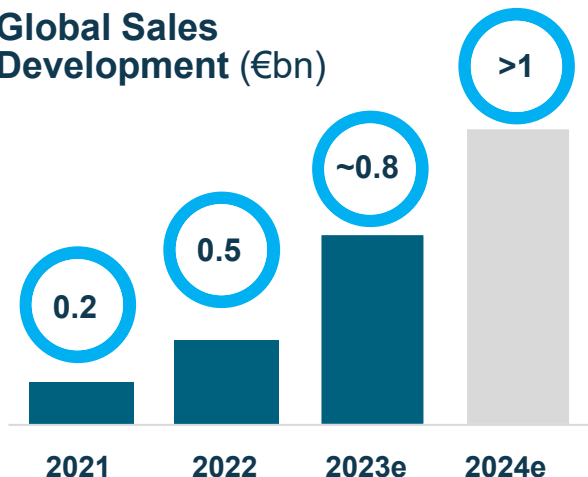




Nubeqa and Kerendia Demonstrate Strong Sales Uptake; Next Phase III Readouts in 2024

Nubeqa

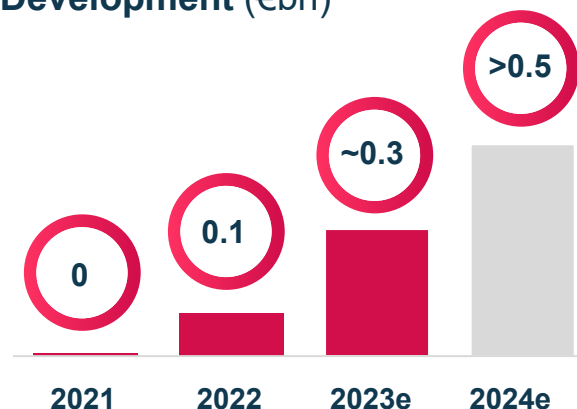
Global Sales Development (€bn)



Becoming a **blockbuster** product in 2024

Kerendia

Global Sales Development (€bn)



Continued **launch momentum** in 2024

Nubeqa continues to be the fastest growing ARI¹ in the US

Ex-US, additional approvals driving further growth

Readout of Phase III study ARANOTE in mHSPC² in 2024

Kerendia outperforming NBRx market growth in the US³

Extension of clinical program in CKD⁴ and Heart Failure

Readout of Phase III study FINEARTS-HF in HFmr/pEF⁵ in 2024



>€3bn Peak⁶



>€3bn Peak⁶

¹ ARI: Androgen Receptor Inhibitor ² mHSPC: metastatic hormone sensitive prostate cancer ³ US Market includes NBRx linked to T2D and CKD ⁴ CKD: Chronic Kidney Disease ⁵ HFmr/pEF: Heart Failure with mildly reduced / preserved ejection fraction: LVEF ≥40% ⁶ Peak Sales Potential



Unprecedented Eylea 8mg Data Reinforce Leading Clinical Profile of Eylea

Eylea 8mg: Key Phase III data

Promising Future



- // Maintaining strong market leadership as the **#1 anti-VEGF treatment**
- // **Eylea 2mg** (Aflibercept 2mg) is the **standard of care** in retinal diseases
- // Demographic trends expected to drive future category growth

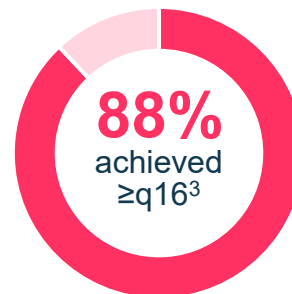
Patient proportion achieving last assigned intervals ≥ 4 months at 96 week

PULSAR (nAMD)¹



53% achieved $\geq q20^3$

PHOTON (DME)²



47% achieved $\geq q20^3$

Mean # of injections through week 96⁴

	nAMD ¹	DME ²
Eylea 2mg (Q8W) ⁵	13	14
Eylea 8mg (Q16W)	8	8

- // **Unprecedented durability** with only **3 loading doses** and as few as **8 injections** over 2 years
- // **Comparable efficacy and safety** compared to Eylea 2mg
- // **Eylea 8mg approval in Europe** received in January 2024
- // Eylea 8mg is the **only drug that is approved for extended treatment intervals of up to 5 months** for patients with nAMD and DME



Become New Standard of Care

DME: diabetic macular edema; nAMD: neovascular age-related macular degeneration

¹Source: <https://www.bayer.com/media/en-us/aflibercept-8-mg-first-to-achieve-sustained-vision-gains-with-more-than-70-of-patients-extended-to-intervals-between-16-and-24-weeks-in-wet-age-related-macular-degeneration-at-two-years/> ²Source: <https://www.bayer.com/media/en-us/aflibercept-8-mg-in-diabetic-macular-edema-first-to-achieve-sustained-vision-gains-with-up-to-83-of-patients-extended-to-16-24-weeks-at-two-years/> ³randomized to 8q16 group ⁴ Rounded figures ⁵ Fixed dose arm without potential to be extended



Elinzanetant: Both Pivotal Phase III Studies From OASIS Program Met All Primary And Key Secondary Endpoints

Elinzanetant: Non-hormonal, oral, first dual neurokinin-1,3 receptor antagonist

Comprehensive clinical development program



All primary and key secondary endpoints met

Moderate to severe hot flashes

- // Reduction in frequency
- // Reduction in severity
- // Effect already at week 1

Menopause-related sleep and quality of life

- // Improvement of sleep disturbance
- // Improvement of quality of life

Next Milestone:

- // Readout of OASIS-3 in Q1 2024
- // Regulatory submission will be based on OASIS1-3 study results

¹ Induced Vasomotor Symptoms

Elinzanetant as Investigational Non-hormonal Treatment Option in The Menopause with Blockbuster Potential

Menopause Market

Multiple symptoms during menopause¹



Hot flashes

~80%

of women will experience vasomotor symptoms



Sleep disturbance

~60%

of women will experience sleep disturbance

Market opportunity (US)

64M women impacted by menopause²

1.3M women entering menopause transition annually²

2/3 of women not choosing hormone therapy³

Commercialization

// Potential to address most common and disruptive symptoms during menopause such as hot flashes and sleep disturbances

// High unmet need as many women experiencing symptoms associated with menopause remain untreated

// Opportunity to leverage leading global footprint in Women's Health for fast penetration in key markets

// Potential launch: 2025



>€1bn Peak⁴

¹ Source: Market Research - IPSOS - Global VMS Women Segmentation ² Source: NIH. <https://www.ncbi.nlm.nih.gov/books/NBK507826> ³ Source: Project Heat Market Research, 2018 SHA VMS Prescriber analysis ⁴ Peak Sales Potential



Executing on New R&D Priorities to Build a Highly Differentiated Pipeline for Long-Term Growth Focusing on High Unmet Need



Research focus in four areas based on

- // Value & differentiation
- // Feasibility & risk
- // Leading capabilities



Oncology



Cardiovascular+¹



Neurology & Rare Diseases



Immunology



Streamlined Portfolio:
Pruned pipeline by more than 40% to focus on the most valuable assets



Shift to **breakthrough innovation:** NMEs with FIC / BIC potential focusing on high unmet need



Acquired platforms creating significant impact: ~40% of current Phase I assets coming from platform technologies



Broadened range of modalities: Currently 60% of Phase I assets are new modalities vs <20% two years ago²

¹ including Precision Cardiovascular, Nephrology & Acute Care ² Portfolio November: 40% of SMOLs (in Phase I) vs Portfolio 2021: >80% of SMOLs (in Phase I)

Replenishment of Early Pipeline in Full Swing; Numerous First-In-Class Pipeline Candidates to Potentially Transition into Phase II

Feeding from Research into Phase I

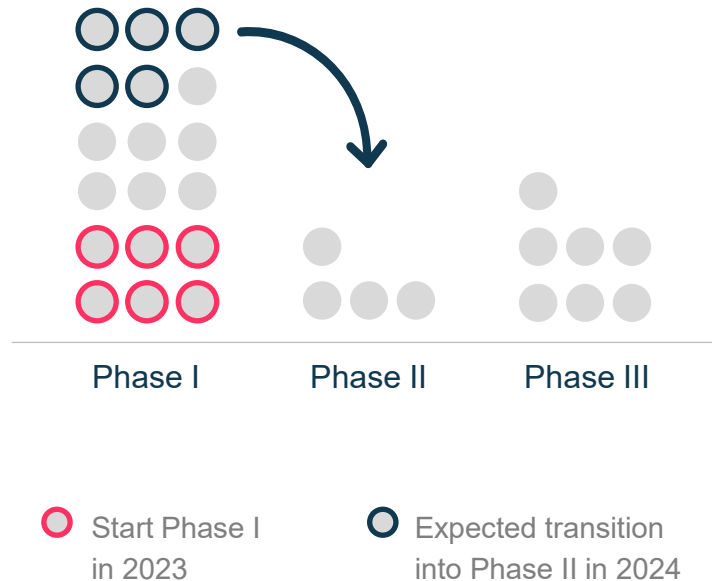
Advanced 6 new INDs into Phase I in 2023 (vs. ~4/year between 2020-2022)

Selected examples:

- VVD Keap1 Act (Advanced solid tumors)**
 First Phase I asset from Vividion's chemoproteomics platform
- PSMA-TAC Cancer (Advanced Prostate Cancer)**
 FIC/BIC opportunity in targeted radiotherapies



Pipeline assets¹



Rejuvenate mid- / late-stage pipeline with several potential blockbuster assets

Expected transitions to mid- and late-stage pipeline in 2024:

Selected examples:

- Bemdaneprocel (Parkinson's Disease)** <
 PSC-derived dopaminergic cell therapy with positive data in Parkinson's Disease; FIC potential
- Anti-Alpha2-Antiplasmin mAB (Ischemic Stroke)** <
 Effective thrombolytic with no increase in bleeding risk; FIC potential

¹ Pipeline status as of Dec 19, 2023



Key Catalysts 2024



RENEW TOPLINE



Continue **leadership in Ophthalmology** with first approvals and launches of **Eylea 8mg**

Continue strong launch uptake of **Nubeqa and Kerendia**

Prepare for potential launch of **Elinzanetant** in 2025¹



REALLOCATE RESOURCES



Continue reallocation of marketing resources **towards launch investments**

Ensure sustainable pipeline progression through execution of R&D strategy and **resource shift to key priorities**



REBUILD PIPELINE



Nubeqa mHSPC: Readout of Phase III ARANOTE study

Finerenone HFmr/pEF: Readout of Phase III FINEARTS-HF study

Replenish mid- and late-stage pipeline by advancing multiple potential blockbuster assets



DSO²



Implement new operating model to improve **organizational efficiency and productivity**

¹ provided successful completion of OASIS-3 study ² Dynamic Shared Ownership

01.




Appendix





Numerous First-In-Class Pipeline Candidates to Potentially Transition Into Mid- And Late-Stage Soon

Selected assets with expected upcoming phase transition

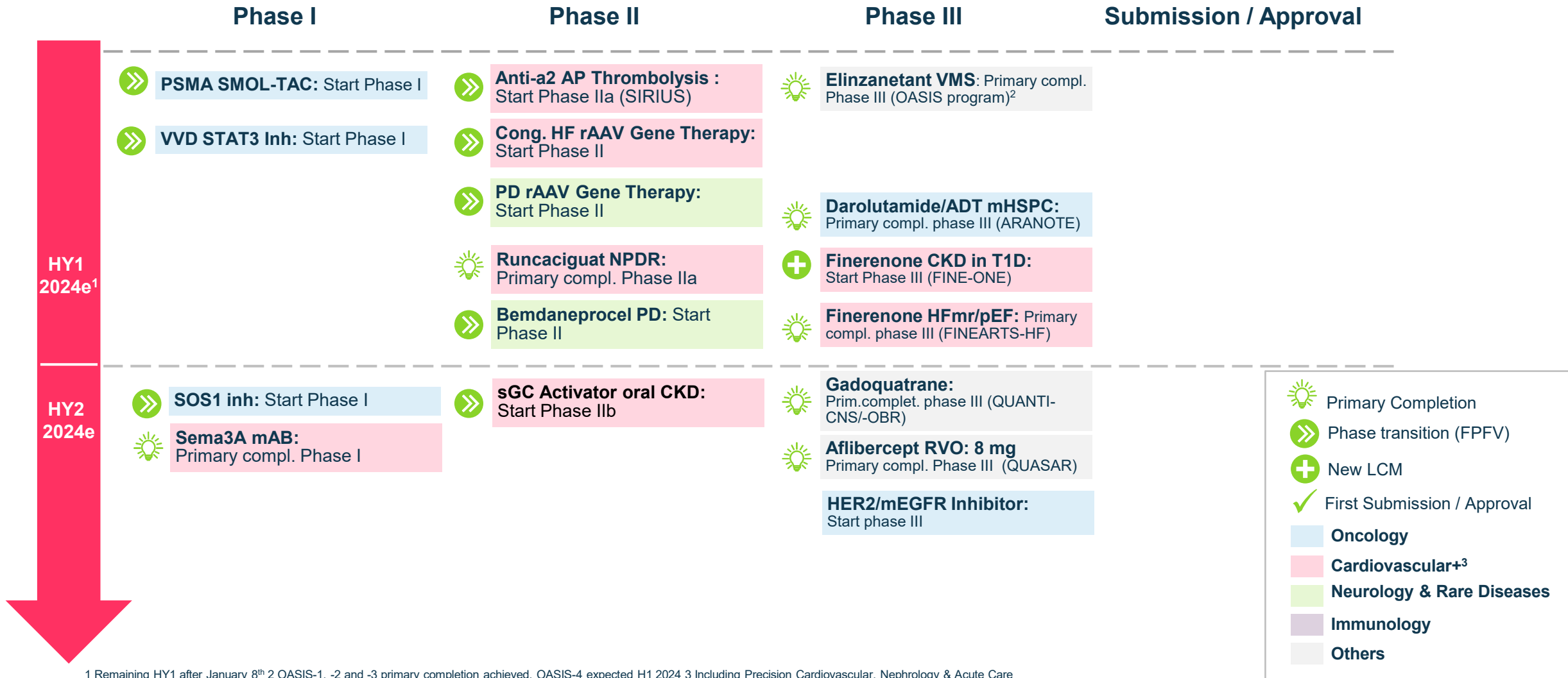
Potential Launch between 2028-2032	Program (Indication)	Current Phase
 Cardiovascular+ including Precision CV, Nephrology & Acute Care	a2AP ant mAb (Ischemic Stroke) FIC	Phase I
	sGC Activator Oral (Chronic Kidney Disease) FIC/BIC	Phase I
	Runcaciguat (NDPR) FIC/BIC	Phase II
 Oncology	mEGFR/HER2i (Lung Cancer) FIC/BIC	Phase I
 Neurology & Rare Diseases	Bemdaneprocel (Parkinson's) FDA fast track, FIC	Phase I
	AB-1005 (Parkinson's) FIC	Phase I





Several Pipeline Milestones Expected in Upcoming Quarters



















Major R&D Milestones







¹ Remaining HY1 after January 8th 2 OASIS-1, -2 and -3 primary completion achieved, OASIS-4 expected H1 2024 3 Including Precision Cardiovascular, Nephrology & Acute Care









Pharmaceuticals – Pipeline Overview¹ (as of Dec 19, 2023)



Phase I	
HER2/mEGFR Inhibitor (BAY 2927088)	 ●
DGKzeta Inhibitor (BAY 2965501)	 ●
CCR8 Ab (BAY 3375968)	 ●
VVD KEAP1 Act (VVD-13307 aka NRF2 Inh, BAY 3605349)	 ●
DGKalpha Inh (BAY 2862789)	 ●
PSMA TAC (BAY 3546828)	 ●
sGC Activator Oral (BAY 3283142)	 ●
Anti-a2AP (BAY 3018250)	 ●
SEMA 3a (BAY 3401016)	 ●
Anti-coagulant (BAY 3389934)	 ●
Bemdaneprocel (Parkinson's Disease Cell Therapy) (BRT-DA01)	 ●
Parkinson's Disease rAAV Gene Therapy (AB-1005 aka AAV2-GDNF-PD)	 ●
Multiple System Atrophy rAAV Gene Therapy (AB-1005 aka AAV2-GDNF-MSA)	 ●
Pompe Disease rAAV Gene Therapy (ACTUS-101)	 ●
Huntington's Disease rAAV Gene Therapy (AB-1001 aka BV-101)	 ●
LGMD2I/R9 rAAV Gene Therapy (AB-1003 aka LION-101)	 ●
GPR84 Antagonist (BAY 3178275)	 ●
BAY 2701250	 ●

Phase II	
Regorafenib (combi Nivolumab) (BAY 734506) # Solid tumors (recurrent or metastatic)	 ○
AB-1002 rAAV Gene Therapy # Non-Ischemic NYHA Class III Heart Failure (GenePHIT)	 ●
Zabedosectib (IRAK4 Inh.) (BAY 1834845) # Atopic Dermatitis (DAMASK)	 ●
Runcaciguat (sGC Activator) (BAY 1101042) # Non-prolif. Diabetic Retinopathy (NPDR) (NEON-NPDR)	 ●

Phase III	
Darolutamide (AR Inhibitor) # Prostate Cancer (mHSPC) (ARANOTE) # Adjuvant Prostate Cancer (DASL-HiCaP) # Prostate Cancer with Biochemical Recurrence after Curative Radiotherapy (ARASTEP)	 ○
Finerenone (MR Antagonist) # Heart Failure (HFmr/pEF) (FINEARTS-HF) # Non-diabetic CKD (FIND-CKD)	 ○
Vericiguat (sGC Stimulator) # Heart Failure (HFrEF) (VICTOR ²)	 ○
Asundexian (FXIa Inhibitor) # 2 ^o Stroke Prevention (OCEANIC-STROKE)	 ●
Elinzanetant (Neurokinin-1,3 Rec Antagonist) # Vasomotor Symptoms (OASIS)	 ●
Aflibercept 8mg (VEGF Inhibitor) # Retinal Vein Occlusion (QUASAR)	 ○
Gadoquatrane (High Relaxivity Contrast Agent) # Magnetic Resonance Imaging (QUANTI-CNS, QUANTI-OB ^R)	 ●

Submissions	
Aflibercept 8mg (VEGF-Inhibitor) # EU, JP: Diabetic Macular Edema (DME) # EU, JP, CN: Neovasc. Age-rel. Macular Degen. (nAMD)	 ○

-  Oncology
-  Cardiovascular+³
-  Neurology & Rare Diseases
-  Immunology
-  Others

-  New molecular entity
-  Life cycle management

Full pipeline package available for download under:
<https://www.bayer.com/en/pharma/development-pipeline>

¹ Bayer and partner sponsored + 3rd party label enabling studies with first patient first visit
² Conducted by Merck & Co ³ Including Precision Cardiovascular, Nephrology & Acute Care

