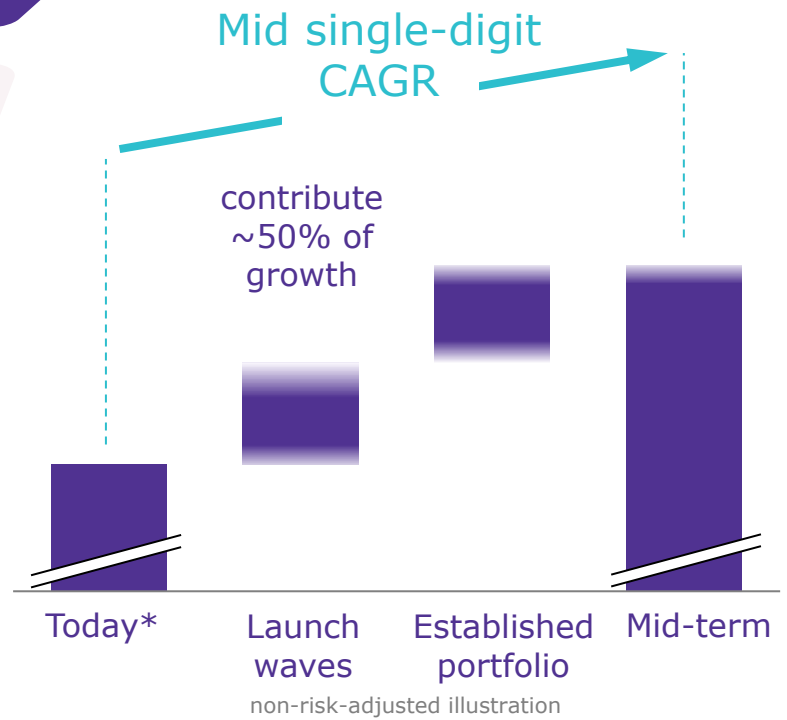
# Growth driven by innovation, building on a solid established portfolio

## Global specialty innovator

**Profitable sales growth** in line with global pharmaceutical market[1]

**Mid-term guidance intact** including Evobrutinib PhIII read-out. Focus to manage portfolio impact in 2027



non-risk-adjusted illustration

### Launch waves

- Growth of first wave of launch products Bavencio® and Mavenclad® maturing
- **Subsequent launches** led by xevinapant (IAPi) with a FIC potential aiming at setting up a new SoC in LA SCCHN

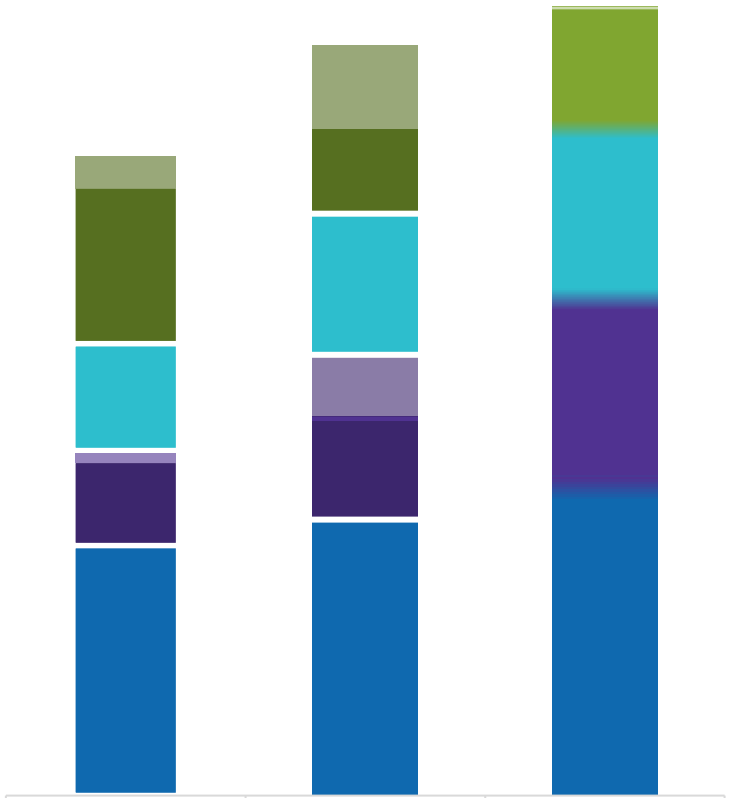
### Sustainable long-term growth

- **Expanding in N&I,** developing cladribine in MG, enpatoran passing futility in SLE
- **Executing Oncology strategy** with early phase DNA damage assets and ADCs

*Today defined as of 01 Jan 2023; [1]Company estimates on pharmaceutical market growth outlook based on industry forecasts and reports from public research institutes (e.g. 3 to 6% in IQVIA Global Use of Medicines Report from January 2023). **Acronyms: FiC**=First in Class; **BiC**=Best in Class; **IAPi**=inhibitor of apoptosis protein; **LA SCCHN**=locally advanced squamous cell carcinoma of head and neck; **MG**=myasthenia gravis; **SoC**=Standard of Care; **SLE** = systemic lupus erythematosus; **ADC** = antibody drug conjugate

# Today's commercialized products foundation for growth mid-term, fueled by recent launches; not yet reflecting further pipeline potential

Commercialized products[1]




**N&I**

**Mavenclad®**
MS
- On its way to become a blockbuster product. Some headwinds from IRA mid-term

**Rebif®**
MS
- Decline in line with interferon market

**fertility**
- Mid single-digit growth, capitalizing on increasing awareness and access to treatment

**oncology**

**Bavencio®**
UC, RCC, MCC
- High single-digit growth driven by mUC 1L

**Tepmetko®**
METex14 NSCLC
- Targeted launch in niche indication

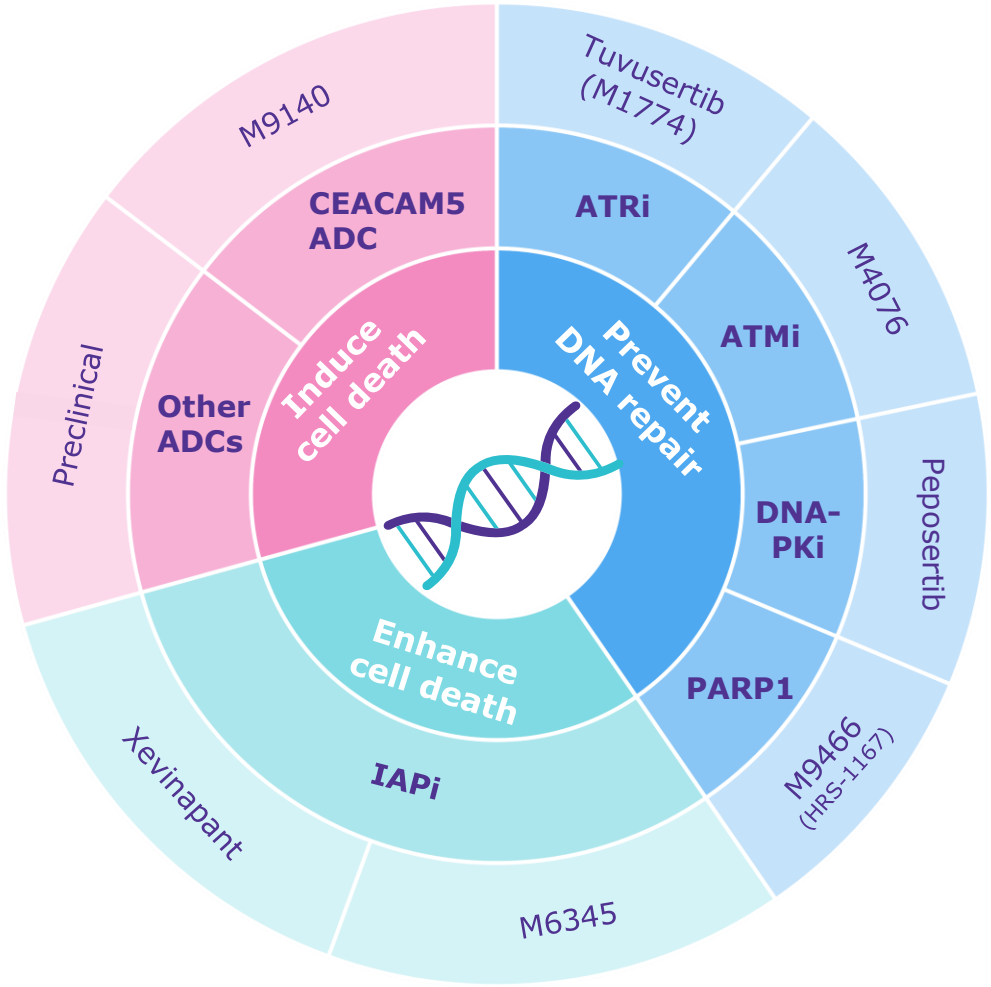
**Erbitux®**
mCRC, SCCHN
- Stable outlook, leading in mCRC continuum of care

**CM&E**
- Mid single-digit growth
- Maximizing growth in Emerging Markets
- Further expansion by increased diagnosis and access to treatment


[1] Commercialized products = Established Portfolio + Recent Launches, excludes future launches/indications until 2025; [2] Graph excludes Consumer Health Business, Biosimilars Business and others; [3] Includes Bavencio® (UC, RCC, MCC), Mavenclad®, and Tepmetko® METex14

# Oncology - Cancer DNA

## Exploiting major vulnerability of tumor cells and striking them right at the core




### Validated therapeutic approaches, with strong innovation potential:

ADC | DDRi | Chemo/radio sensitizers

### Ability to drive new standard of care:

- In all-comer indications
  e.g. Xevinapant
- In biomarker-defined populations
  e.g. CEACAM-expressors, BRCA1 mut, ATMloss

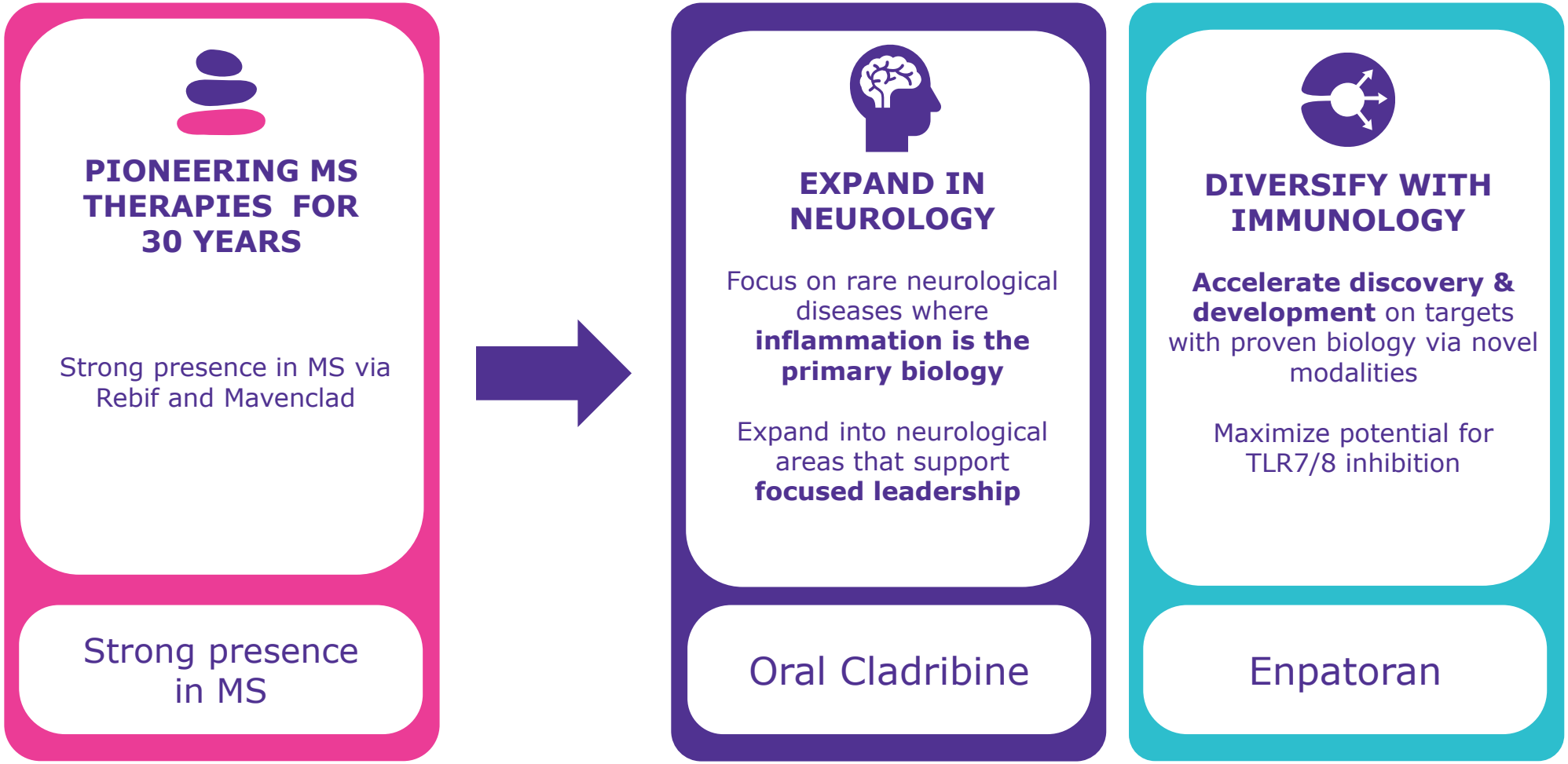
### Combination potential:

- With current standard of care
  e.g. IAPi+chemo, ATRi+IO
- Utilize synergy within Company's pipeline
  e.g. ATRi+ATMi, ATRi+ADC

### Guiding inorganic opportunities

**Acronyms:** **ATRi**=ataxia telangiectasia and Rad3-related protein, inhibitor; **ATMi**=ataxia-telangiectasia-mutated protein, inhibitor; **DNA-Pki**=DNA-dependent protein kinase inhibitor; **PARP1**=Poly [ADP-ribose] polymerase 1; **IAPi**=Inhibitor of apoptosis inhibitor; **CEACAM5**=Carcinoembryonic antigen-related cell adhesion molecule 5; **IO**=Immunooncology; **BRCA1**=Breast cancer type 1 sus

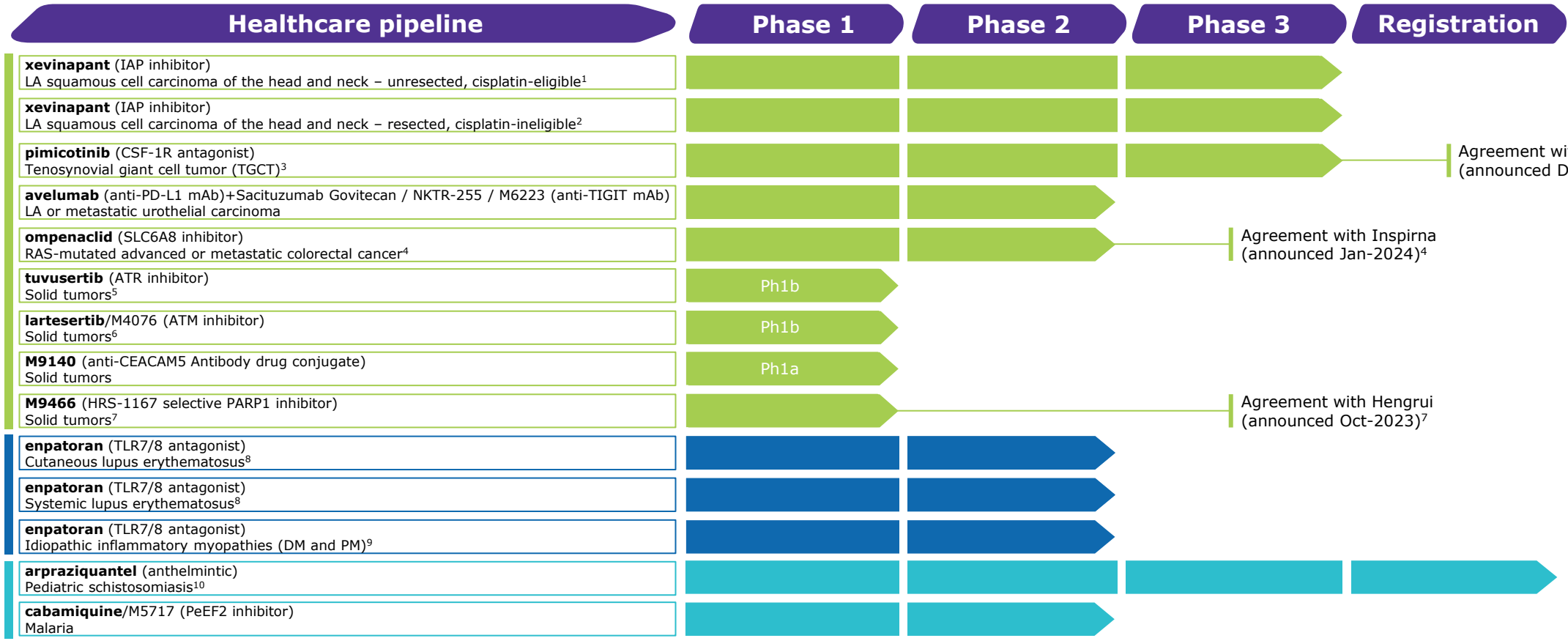
# N&I - Strategy
## Gradual expansion on a solid foundation




**Acronyms**: **MS**=Multiple Sclerosis

From: HC R&D Update Call– 2022.11.21
Updated December 2023

# Company pipeline: March 7, 2024




Ph1a: phase 1a, dose finding; Ph1b: phase 1b, dose escalation/expansion and signal seeking; LA: Locally advanced

[1]In combination with cisplatin and radiotherapy in unresected LA SCCHN patients eligible for cisplatin. [2]In combination with radiotherapy in resected LA SCCHN patients ineligible for cisplatin. [3] Company entered a license agreement with Abbisko Therapeutics Co. Ltd, Shanghai, China, for pimicotinib (ABSK021), which grants a license to commercialize pimicotinib in mainland China, Hong Kong, Macau and Taiwan, with an option for rest of world. [4]Company entered into a licensing agreement with Inspirna, Inc. (New York, NY) for ompenaclid (RGX-202), which grants an exclusive license to ompenaclid outside of the United States and an option to co-develop and co-promote ompenaclid in the US. [5]Studies as monotherapy and in combination with cemiplimab, niraparib, avelumab or lartesertib/M4076 (ATMi). Includes studies (phase I/II) in collaboration with/ sponsored by external partners, e.g. US National Cancer Institute (NCI). [6]Administered in combination with tuvusertib (ATRi). [7]Company entered a collaboration with Jiangsu Hengrui Pharmaceuticals Co. Ltd., China, including an exclusive license worldwide (ex-China) to develop, manufacture and commercialize M9466/HRS-1167. [8]Clinical trial passed futility analysis. [9]Dermatomyositis and Polymyositis. [10]On 14 December 2023 the Committee for Medicinal Products for Human Use (CHMP) of the European Medicines Agency (EMA) adopted a positive scientific opinion for arpraziquantel for the treatment of schistosomiasis in children aged 3 months to 6 years. The application was submitted by Company, on behalf of the Pediatric Praziquantel Consortium, under the EU-M4all procedure for high-priority medicines for human use intended for countries outside the European Union. [11]Registered study with open enrollment; subjects may not yet be enrolled.