



The Bayer BD Playbook

What Makes a Consumer Health Deal Click

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Presented by Xiaolan Guo



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01 > What We're Hunting

02 > How We Decide

03 > What We Pay For

04 > What to Send Me

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What Are We Hearing?

The Honest MNC



The bar is high



Timelines are always tight



"Slow-Death" Due Diligence



Short of funding

**Need everything
(COGS, speed,
quality, evidence...)**

Now or never

**Requires many layers
of approval**

**Suboptimal launch
excellence**



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Where Are We Sitting?

Navigating a Hyper-Competitive Landscape: Shifting Focus to Global/Regional Power Brands



Advantage

- // Tailored local execution & agile strategies
- // ROI-driven P&I maximizes local impact
- // Flexibility for local M&A

- // Maximized global identity & corporate value
- // High production scale optimizes COGS
- // Centralized pooling funds major M&A & innovation

Risk

- // Lack of global prestige limits premium pricing
- // Fragmented, lower baseline R&D
- // More difficult to attract top talent

- // Centralized setups can reduce agility and speed
- // Standardized portfolios miss local growth pockets.
- // Massive global focus underfunds local opportunities

No clear winning model: optimization potential lies in shifting focus on global/regional power brands (vs. smaller long-tail)



Five Categories

This is the live shopping list out of the category strategy.

Category	Anchor brands	What we are actively looking for
Dermatology		Wound care/healing, skin barrier repair, sensitive skin; Intimate infections (VYI, BV, UTI). Clinically proven, pharmacist- and HCP-endorsed innovations; Scalp & hair.
Digestive Health		Accelerate growth in the acute treatment (Multi-symptoms, heartburn, constipation) through science-backed innovation.
Nutritionals (VMS)		Shifting from basic deficiency correction to science-led "health span" optimization, expanding core platforms (Redoxon, Berocca, Elevit) into premium, targeted health spaces.
Allergy & Cold		Adult multi-symptom allergy, nasal, fast-onset, non-drowsy, and pediatric solutions; Multi-symptom cold & flu, nasal congestion. Differentiated symptom relief and consumer-preferred formats.
Pain & Cardio		Migraine, women's pain and differentiated non-opioid analgesia; Heart health, cardiovascular prevention and cardio-metabolic solutions.

Please map your asset to one of our core categories prior to reaching out



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Process with Milestones and Deliverables for Licensing Projects

Ideation and screening

Pre-diligence*

Due diligence

Development and launch



Ideation



Screening



Main option(s)
pre-assessment



Concept
validation & Light
volumetrics



Preliminary
Business Case



Cross-functional
assessment



Finalize Business Case



Technical
Development



Launch

High level **functional assessment** to support decision-finding if resources should be spent for DD (i.e. Divisional Approval Request):

// **Questions/Answers**
with partners (EI&P lead):



Calls



Emails



Data Room

// **Check-lists** have been developed to help fill the pre-D one pagers

Deliverable

> Provide pre-D one-pagers

Thorough **functional assessment** to support decision-finding of Final Approval of project

// **Questions/Answers**
with partners (BD&L lead):



Expert
Session



Emails



Data Room



Site Visit

// **Check-lists** have been developed to help fill the DD one pagers

// Technical site visit by Quality

Deliverable

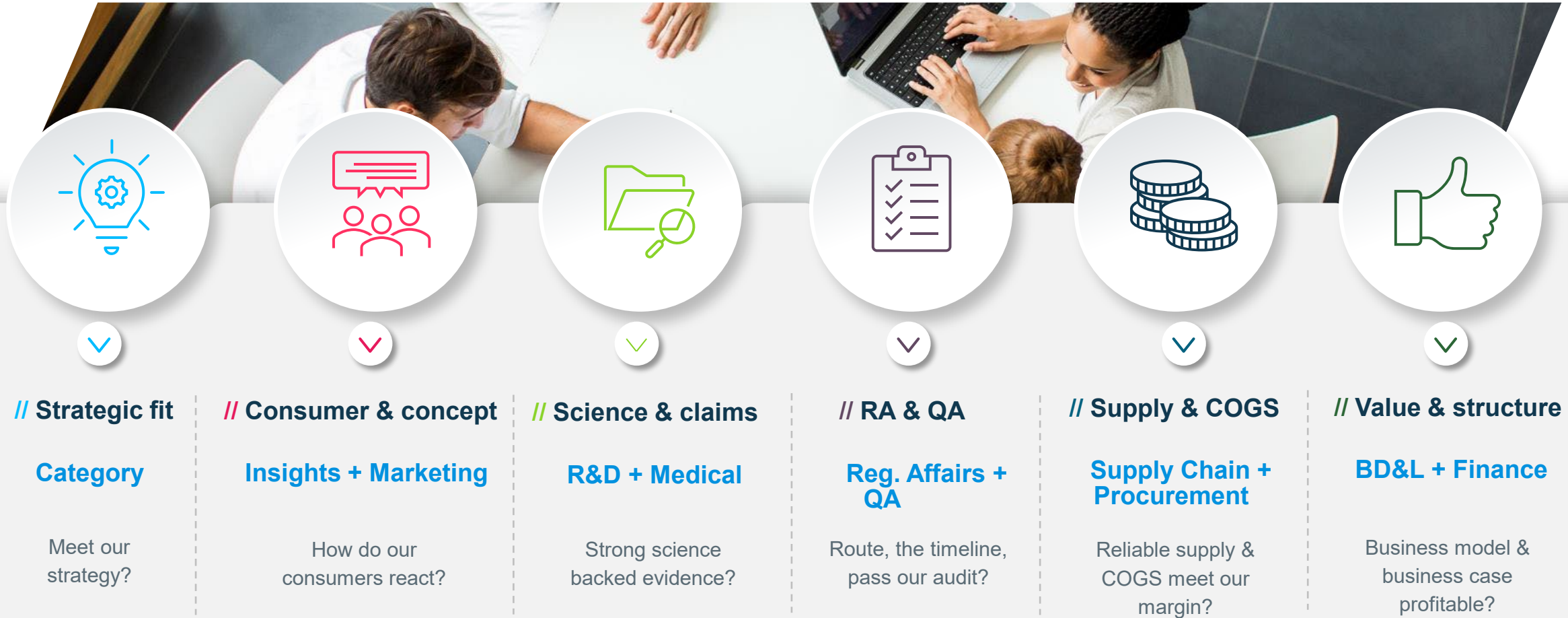
> Provide DD one-pagers and DD report for **Divisional Approval**

**Fast track approach with existing partners: Depending on registration status: Pre-Diligence skippable*



Every Asset Passes Six Gates

The gates run in parallel, not in sequence. Any gate owner can stop the deal





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What We Pay Up For & What We Discount



WE PAY UP FOR



- // **In-market performance** with clean, auditable data
- // **Clinical evidence** on the finished product
- // Priority **registrations already granted** in key markets
- // **Audit-ready** supply with a qualified second source
- // Genuine defensibility via **IP** runway or brand equity
- // **Platform** optionality instead of a single SKU



WE DISCOUNT



- // **Unrealistic** milestone payment as if already delivered
- // **No transparency** on COGS
- // **Claims** based on weak consumer experiences and testimonials
- // **Unstarted** regulatory work labeled as "straightforward"
- // Supply **outside** our existing network
- // Sales driven by one promotion, retailer or influencer



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The One Page to Help a Deal Click

On-slide: Partner readiness checklist

1 Asset & category

What it is, which category.

2 Consumer need & benefit

Target audience profile and the explicit user benefit.

3 Scientific evidence

Which claims, study design, sample size (n), endpoints, and publication source.

4 Regulatory status by market

Product classification, active licenses, and known hurdles.

5 Supply & COGS

Who makes it, where, at what scale, and indicative COGS.

6 Commercial performance

3-year historical volume and sales value by geographic market.

7 The ask

Deal type, territories, timing, and financial expectation.

8 IP & exclusivity

What is protected, where, until when — and what is not.



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