

Opening Question: The pharmaceuticals space is heavily dependent on innovation, can you share how Bayer is approaching its people strategies and your new operating model to drive this innovation?

How does this new way of working (DSO) influence how you approach supply chain processes? Are you seeing any changes yet from this new operating system?

AI is such a hot topic and is transforming many businesses and in some cases fundamentally changing how companies approach resourcing. Are there examples you can share about how you're using AI at Bayer, particularly anything related to supply chain?

With a new operating model, new tools like AI, and an environment in the US that is very dynamic related to health and Pharma topics, how are you ensuring that among all this change employees stay focused and motivated to deliver innovation for patients?

Closing Question: What keeps you up at night and what are you doing during the day to address?