



Leaps by Bayer

Breaking Through Impossible



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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 <http://www.bayer.com/>.

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



Leaps is The Strategic Impact Investment Unit of Bayer

Breaking through impossible

APPROACH

- // Leaps' mission: Invest in **breakthrough technologies** and disruptive business models
- // **Use minority equity** to found new and invest into existing **start-ups**
- // Focus on **early-stage innovation** in the life sciences (across all divisions)
- // Create business models **balancing financial return with sustainability**
- // Advancing **from treatment to cure/** prevention in health and from **more to better** in agriculture
- // **"10 leaps"** represent the articulation of the Leaps by Bayer vision and goals

FACTS & FIGURES

- // Established in 2015
- // Invested **>1 bn USD**, plan to continue investing at similar pace and volume in early 20s
- // Portfolio includes **>35 companies**
- // Well **recognized brand** in the venture capital space





Health for All – Cure and Prevent Chronic Diseases with Breakthrough Medicines

Strategic Rationale & 10 Leaps: Health

TEN LEAPS

KEY CONSIDERATIONS

- Cure genetic diseases 1
- Sustainable organ replacement 2
- Reduce environmental impact of agriculture 3
- Prevent and cure cancer 4
- Regenerate lost tissue function 5
- Reverse autoimmune diseases 6
- Cure through microbiome health 7
- Sustainable protein supply 8
- Eradicate insect-borne infections 9
- Transformational digital business models 10

18th to 20th century

21st century

Mostly
symptomatic
therapy treatment

Prevention and cure

leaps 

Leaps investments have driven progress in **next-generation technologies**, e.g.:

- // **Regenerative medicine** which offers potential to cure patients that currently can only be treated symptomatically
- // Technological progress in one of the most **devastating** diagnoses: **cancer**
- // Sustainable **organ supply**

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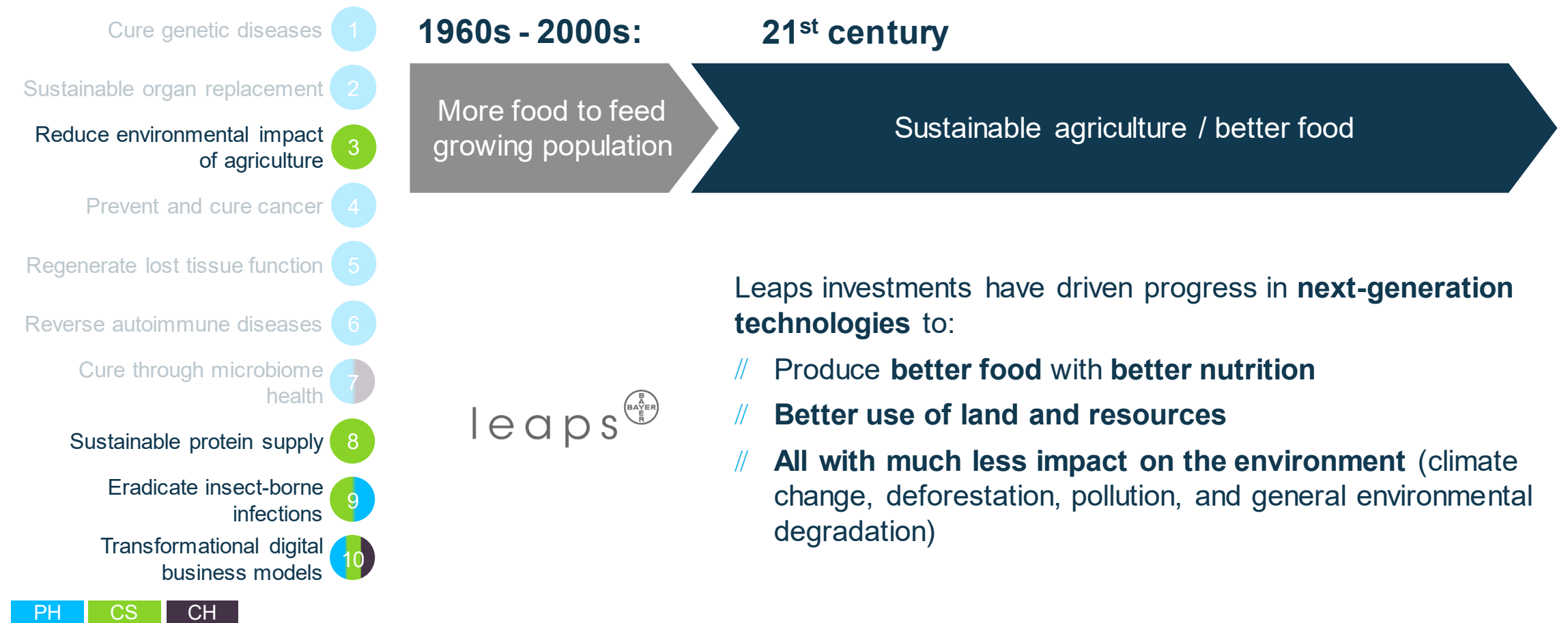


Hunger for None – Create a Sustainable and Nutritious Food Supply by Developing Disruptive Technologies in Agriculture

Strategic Rationale & 10 Leaps: Agriculture

TEN LEAPS

KEY CONSIDERATIONS





Leaps by Bayer has Invested in a Diverse Technology Portfolio of Promising Start-up Companies in Health and Agriculture

Portfolio overview



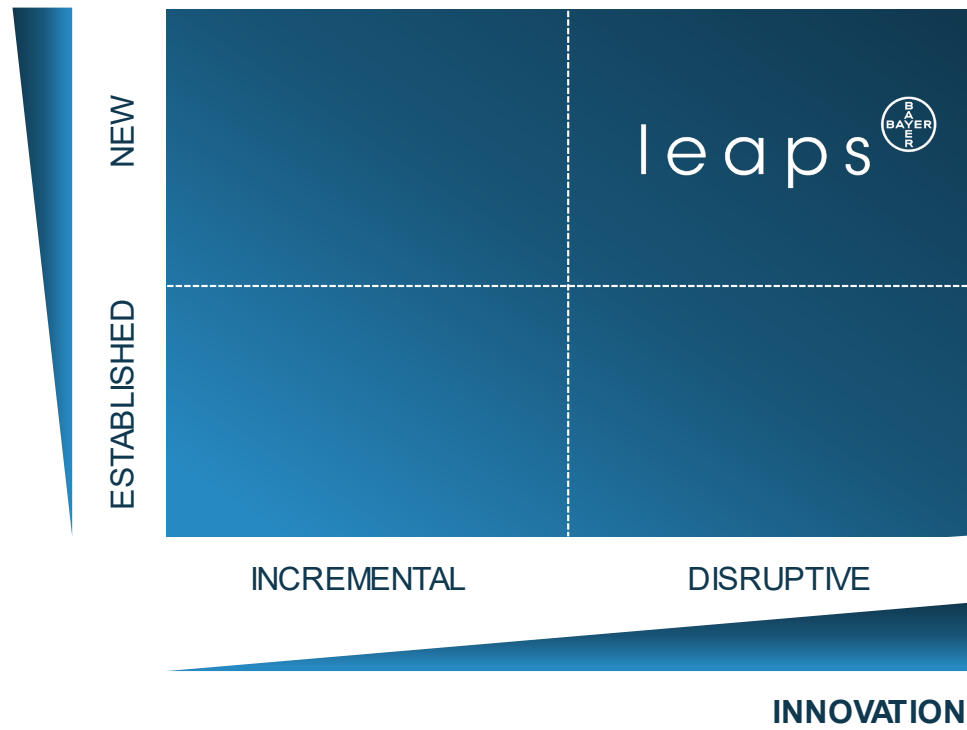


Leaps' Mission is To Invest in New and Potentially Disruptive Technologies - Complementary to Divisional Activities

Role within Bayer innovation landscape

FUNDAMENTAL BREAKTHROUGH APPROACH

TECHNOLOGICAL RISK



ROLE WITHIN BAYER INNOVATION PORTFOLIO

- // Provides access to early-stage potential **breakthrough technology** platforms
- // **Complements** internal R&D activities
- // **Directly** reports into the CEO
- // **Dedicated budget** with high freedom to operate





Leaps by Bayer Portfolio Company Example Health: eGenesis

Striving to create a world with no shortage of human transplantable organs



Vision

eGenesis has shown genome-wide inactivation of porcine endogenous retroviruses (PERVs) and **produced the first immunoplex-engineered pig.**

Technology

eGenesis is a **gene editing** and genome engineering company committed to the development **of safe and effective human transplantable organs, tissues and cells** to address the global organ crisis.

eGenesis has a **lead program in kidney** and earlier programs in islet cell, liver, heart and lung

Impact

Organ transplantation is currently failing to meet critical patient needs due to a massive gap between organ demand and supply globally. In the U.S alone, more than **118,000 people are in need of an organ.**

Multiple genetic factors make it even more difficult to match an organ donor with a patient. Achieving an **on-demand organ supply** would usher in a new era in medicine, where organ replacement surgery could be scheduled as easily as a hip or knee replacement.





Leaps by Bayer Portfolio Company Example Agriculture: Joyn Bio

Engineering bacteria that live in soil to nurture healthy and sustainable agriculture



Vision

Engineer naturally occurring soil microbes and their genes to perform at unprecedented levels with focus on Biofertility (N fixation for corn/cereals) and Crop protection

Technology

Engineered microbe that **enables plants to convert nitrogen from the air** into a form that cereal crops can use, significantly **reducing the amount of traditional chemical fertilizer** currently required.

Joyn is taking this application and **extending it into a flexible ag platform to engineer host microbes** with specific qualities to develop an optimized microbe – this approach will allow Joyn to seamlessly pursue applications in **pest and disease targets**.

Impact

Nitrogen fixation: **Reduce the current 3% of worldwide global greenhouse gas emissions** coming from industrial nitrogen fertilizers by enabling plants to obtain nitrogen from bacteria that live in the soil.





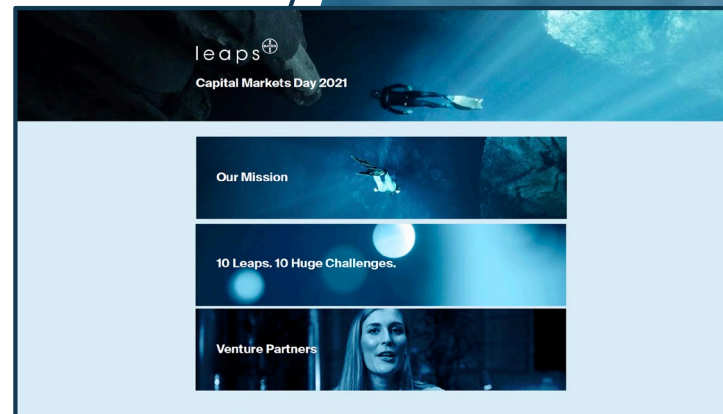
Find Us At Capital Markets Day 2021

Learn more about Leaps by Bayer and
our portfolio companies.

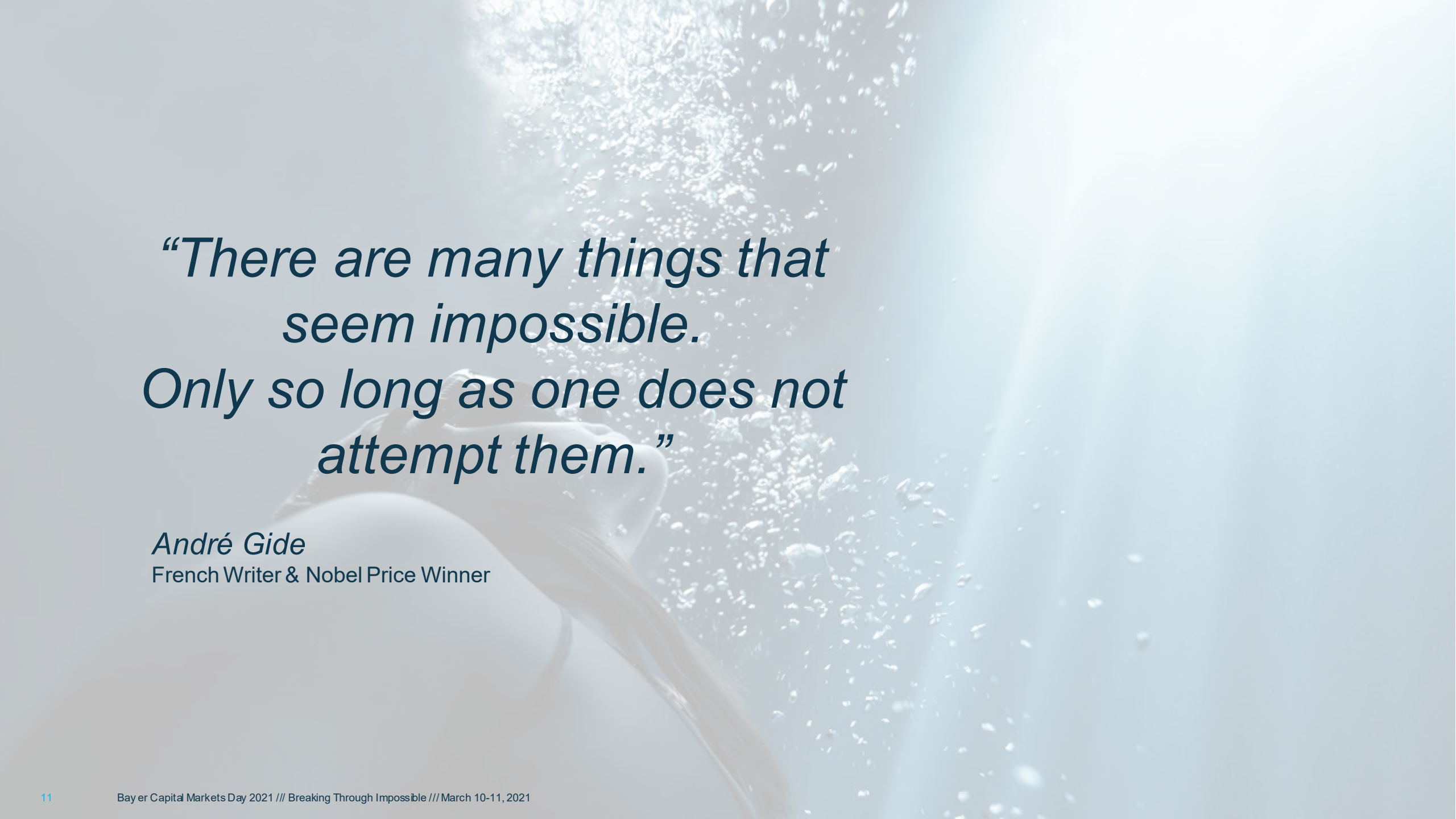
Join the **virtual exhibition**.



Click the *Leaps* link on the
CMD lobby page.



leaps 

The background of the slide is an underwater scene. It features a diver's hand and part of a white diving mask in the lower-left foreground. The water is filled with numerous small, light-colored bubbles that rise towards the top of the frame. Sunlight rays penetrate the water from the upper right, creating a bright, hazy atmosphere. The overall color palette is light blue and white.

*“There are many things that
seem impossible.
Only so long as one does not
attempt them.”*

André Gide

French Writer & Nobel Price Winner



Thank you!



Bye-Bye

