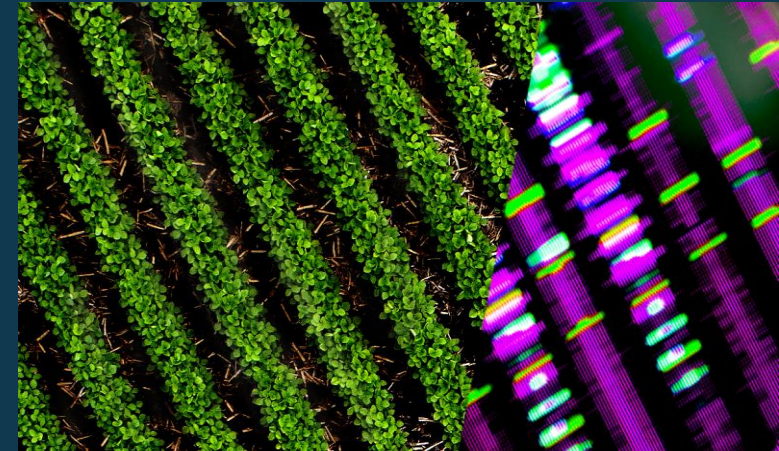




Berenberg Conference USA 2021

May 18, 2021





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.

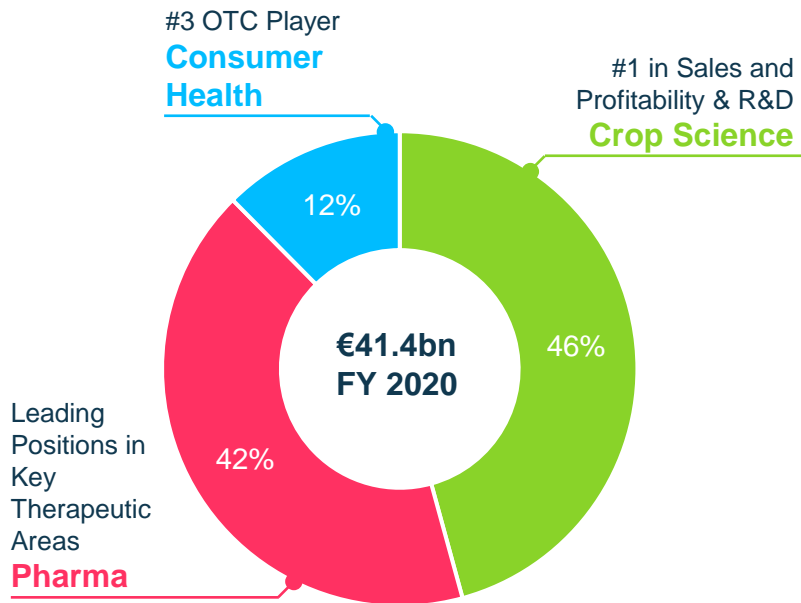
Guidance at constant currencies, not including portfolio divestitures if not mentioned differently.



Bayer: A Global Leader in Health and Nutrition

Well Positioned to Create Value in Growing Markets using Science to Address Societal Megatrends

Bayer Group Sales



Market Size

Crop Science



~€100bn¹

Pharmaceuticals



~€1,000bn²

Consumer Health



~€150bn³

¹Source: Company Estimates

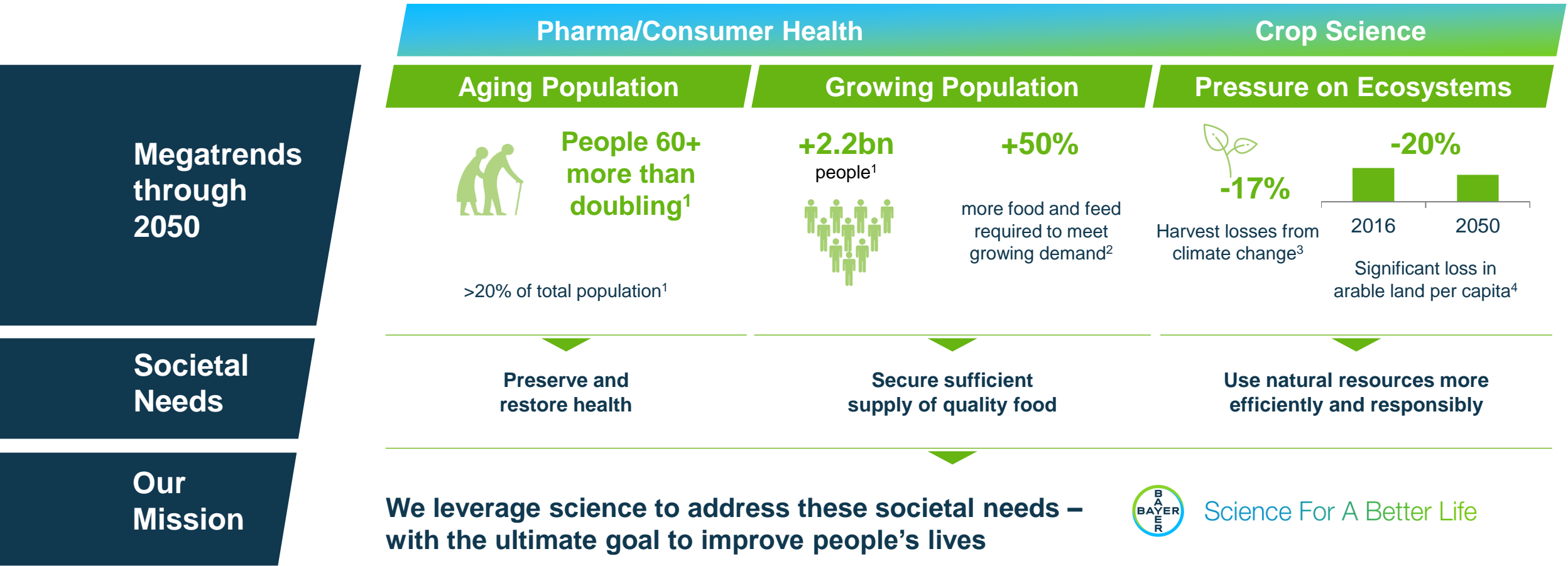
²Source: IQVIA MIDAS MAT Q3-20

³Source: Nicholas Hall & Company DB6



Global Megatrends in Health & Nutrition

Attractive Macro Drivers of Our Strategy and Underpin the Need for Innovation



People 60+ more than doubling¹

>20% of total population¹

+2.2bn people¹



+50%

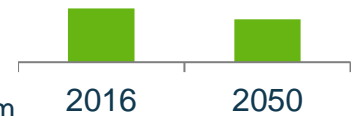
more food and feed required to meet growing demand²



-17%

Harvest losses from climate change³

-20%



Significant loss in arable land per capita⁴

¹ UNDESA 2017 (United Nations Department of Economic and Social Affairs, Population Division (2017). World Population Prospects: The 2017 Revision)

² FAO 2017, (FAO Global Perspective Studies)

³ Nelson et. al, (2014); FAO 2016 "Climate change and food security"

⁴ FAOSTAT (accessed Oct 30, 2018) for 1961-2016 data on land, FAO 2012 for 2030 and 2050 data on land, and UNDEDA 2017: World Population Prospects for world population data



Bio Revolution Accelerating Solutions to Global Challenges

Convergence of Advanced Biology and Information Technology Enabling New Inventions

Bio Revolution to Transform Business, Society, and the Environment



Biomolecules, biosystems, biomachine interfaces, biocomputing



Big Data, machine learning, artificial intelligence

IP related to Bio Revolution increasing annually, ex. CrispR or Plant Biotech Patents

Convergence

Opportunity to **tackle the most critical global challenges** from climate change to pandemics, chronic diseases and worldwide food security

Bayer Well positioned to Lead and Shape Disruption Through Bio Revolution

Group

Invests into **breakthrough technology clusters** with cross-divisional innovation



Crop Science

World leader in **Plant Biotechnology** and Multiple **Gene Editing** Collaborations

Short stature corn



Reduce in-season losses and more precisely manage inputs; created via biotechnology and gene editing

Pharma

End-to-end **Cell and Gene Therapy** Investments and Recent Leading Acquisitions



Consumer Health

Human **Skin Microbiome Technology** Platform



Potential to use in cutting-edge curative dermatology products; from characterization of skin microbiome



Leadership and Innovation Set the Course for Our Future Growth

Key Growth Drivers

- Long-term megatrend tailwinds are propelling growing demand in the Life Sciences
- Number one position in Ag inputs and leading positions in key Pharma and Consumer categories
- World-class innovation: technological breakthroughs driven by the bio-revolution
- Accelerated transformation and further efficiency gains in our operations
- Focus on sustainability to create new value

Crop Science Innovation Pipeline

Annual R&D Investment:

€2.0bn

Key Current Launch Products:



Key Mid-/Late-Stage Pipeline Opportunities:

- **Short Stature Corn**
- **Soybean Herbicide Trait Stack with Five-Tolerances**
- **Fox Supra (Indiflin®)**¹

Pharmaceuticals Innovation Pipeline

Annual R&D Investment:

€2.7bn

Key Current Launch Products:



Key Mid-/Late-Stage Pipeline Opportunities:

- **Finerenone**
 - CKD in T2 Diabetes Patients
 - Heart Failure
- **Factor XI(a) portfolio**
 - Thrombo-embolic diseases
- **Elinzanetant (KaNDy NT-814)**
 - Vasomotor symptoms during menopause
- **P2X3 Receptor Antagonist**
 - Multi-indication opportunity

Note: Subject to regulatory approvals and pending registrations. Represents a subset of the pipeline.

¹ In collaboration with Sumitomo



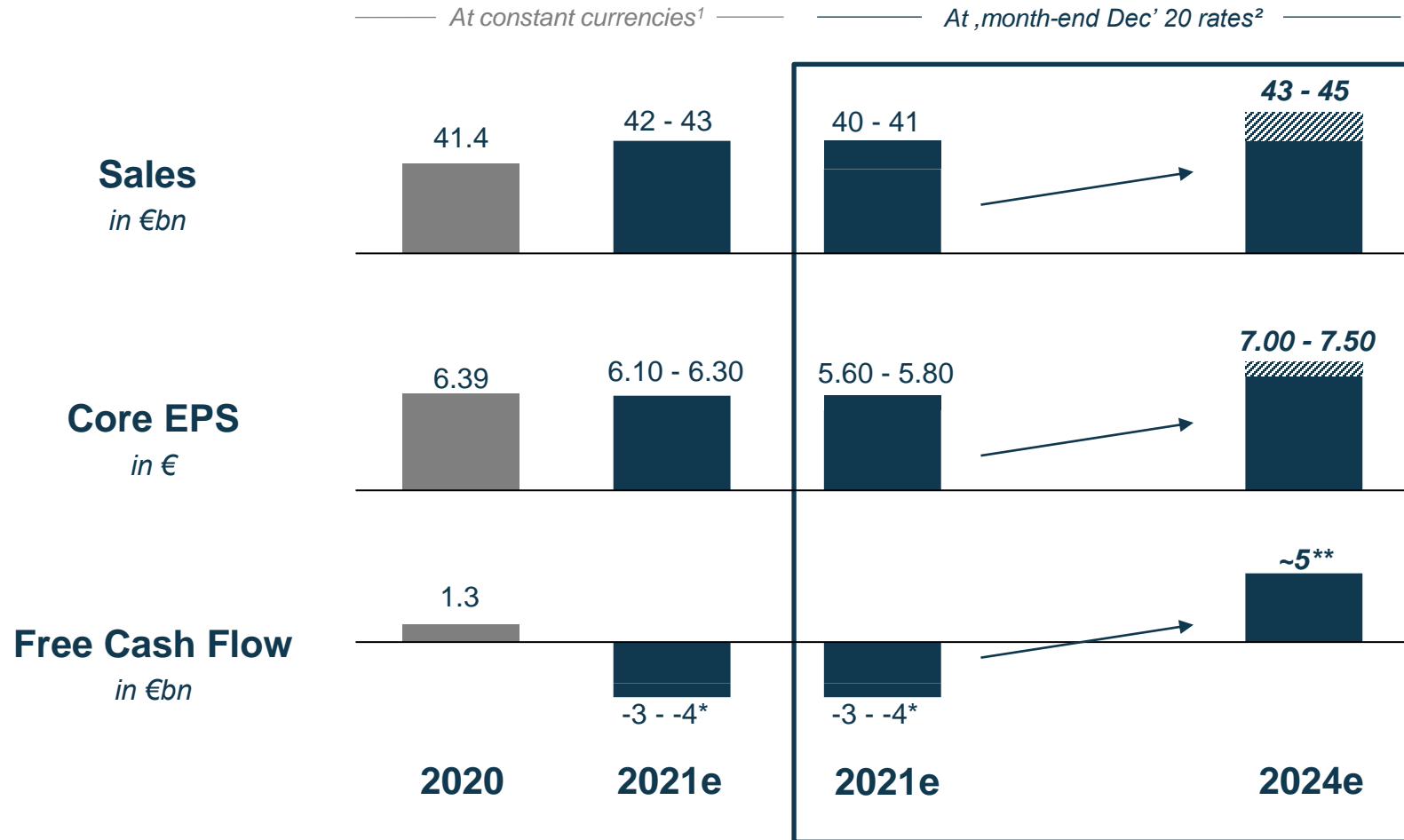
Profitable Growth Expected in the Mid-Term

Anticipate €43-45bn Sales and €5bn in Annual Free Cash Flow by 2024 for the Group

1 Enable growth

2 Drive profitability

3 Focus on cash



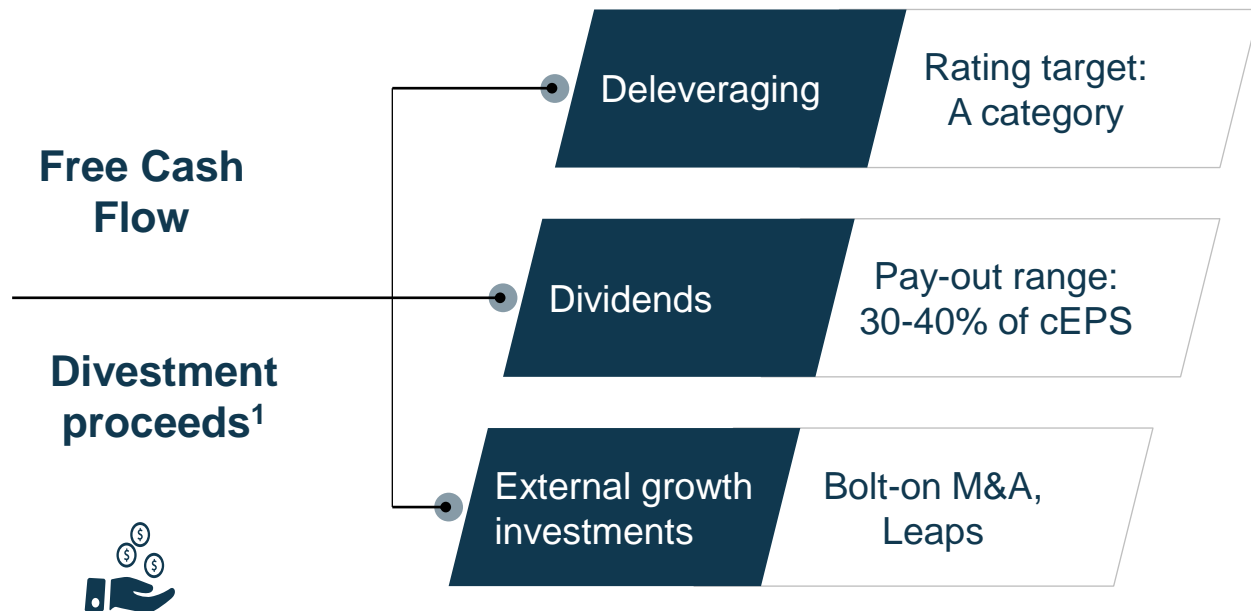
¹ Reflects our 2021 plan at the average actual currencies for 2020 ² Currency assumptions based on month-end December spot rates (1 EUR=) 1.23 USD, 6.37 BRL, 7.98 CNY, 126 JPY, 24.4 MXN, 91.5 RUB
 * Settlement payouts of ~€8bn included, ** Settlement payouts and special items of ~€1bn included ████ = Indicates corridor between high- and low case



Disciplined Capital Allocation to Delever, Pay Dividends and Invest

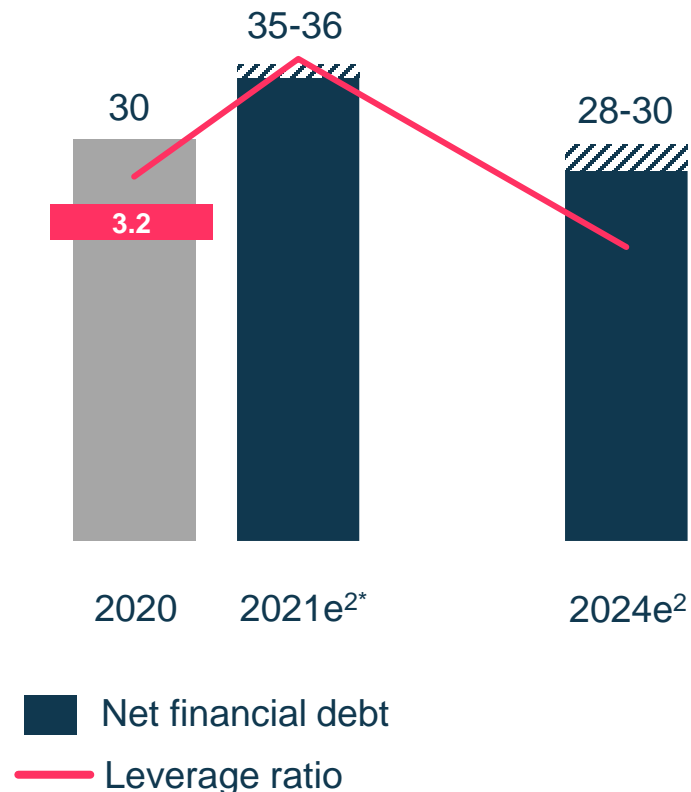
Expect Net Debt to Increase in 2021 with Planned Settlements and Return to €28-30bn by 2024

Capital allocation priorities



Net financial debt development

In €bn



¹ From non-strategic divestments below divisional level and sale of other fixed assets ² Currency assumptions based on month-end December spot rates (1 EUR=) 1.23 USD, 6.37 BRL, 7.98 CNY, 126 JPY, 24.4 MXN, 91.5 RUB
 * incl. expected currency impact of ~€1bn (Impact is calculated as difference to constant currencies) ▨ = Indicates corridor between high- and low case



Ambitious Measurable Targets for Sustainable Development

2030 Targets in Line with UN SDGs and Our Vision; *Health for All, Hunger for None*

Help more PEOPLE thrive: Drive growth in underserved regions



Support **100m¹ smallholder farmers** in LMIC²



Provide **100m¹ women** in LMIC with **access to modern contraception**



Expand **access to self-care for 100m¹ people** in underserved³ communities



Decrease ECOLOGICAL footprint: Drive growth through sustainable resource use



Climate neutrality at own sites + reduced emissions in our supply chain

// 42%¹ reduction target for Scope 1 & 2⁴

// 12.3%¹ reduction target for Scope 3⁴

+ Net Zero emission target until 2050 in line with long term goal of Paris Agreement (Scope 1, 2 & 3)⁴

Established a Sustainability Council comprised of highly renowned experts to provide advice and review progress on sustainable business strategy and social innovation in consultation with our CEO and Boards

¹ LMIC: low and middle income countries - All countries included in the [World Bank list](#) as per 1 July 2019.

² Baseline(2019). Numbers reflect people; preliminary figures; pending external audit : ~42m smallholder farmers; ~38m women; ~41m people; 3.7m tCO₂e for Scope 1&2; 10m tCO₂e for Scope 3.

³ Underserved : Economically or medically.

⁴ Scope 1: emissions from own operations; Scope 2: emissions from purchased energy; Scope 3: emissions along the value chain



Investment Thesis

Key Takeaways

1

We are a global leader in Health & Nutrition that addresses societal megatrends

2

We are well-positioned to shape disruption in the bio-revolution

3

We expect to translate innovation into profitable mid-term growth

4

We expect to improve our profitability by accelerating our transformation

5

We have disciplined capital allocation priorities: delever, pay dividends and invest

6

We have integrated sustainability in our business strategy and incentive systems

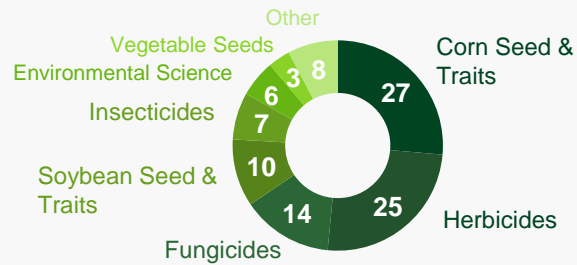


Divisions

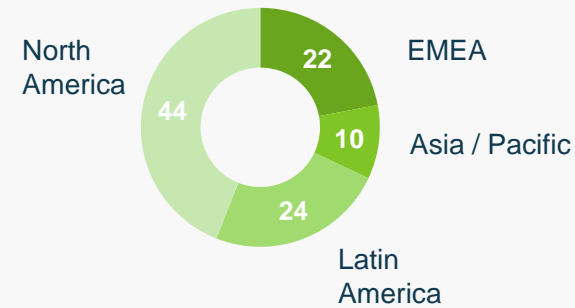


Crop Science: Global #1 in Seed & Traits with Leading Crop Protection Portfolio

Product areas – Bayer Crop Science In %, based on sales 2020 €18.8bn



Sales by Region – Bayer Crop Science In %, in 2020 €18.8bn

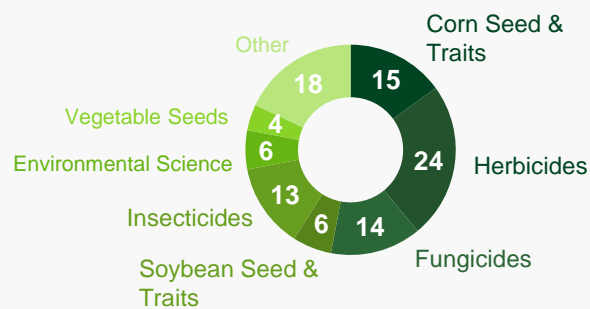


Market Positions¹

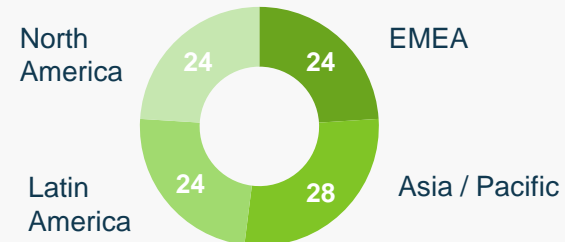


Corn S&T	#1
Soybean S&T	#1
Vegetable Seeds	#2
Herbicides	#1
Fungicides	#2
Insecticides	#3

Product areas – Ag Input Market In %, based on sales 2020 ~€100bn¹



Sales by Region – Ag Input Market In %, in 2020 ~€100bn¹



Key Products



¹ Source: Company estimates. Market positions based on 2019 data.



Unmatched Innovation Pipeline is Set to Drive Growth

Total Pipeline Peak Sales Potential up to €30bn²; ~50% Incremental

	Corn S&T	Soybean S&T	Herbicides	Fungicides	Insecticides	Other, Vegetable Seeds, Environmental Science
Peak Sales Potential	~€10-11bn	~€4-5bn	~€3bn	~€3bn	~€2bn	~€5-6bn
Expected Ongoing Refreshment	150+ New Hybrids Commercialized Annually	150+ New Varieties Commercialized Annually	35+ New Formulation Launches in the next Decade	20+ New Formulation Launches in the next Decade	20+ New Formulation Launches in the next Decade	~130 Vegetable Hybrids/Varieties Commercialized Annually 20+ New Formulation Launches in the next Decade
Select Planned Product Launches	2021 – 2024	 Short Stature Corn Hybrids	 PLATFORMA INTACTA 2 ² XTEND	 	 Fox Supra (Indiflin®) ¹ ³	Plenexos (Spidoxomat) Belt Smart Carbon Business Model
	2025 – 2030	Short Stature Corn Trait Next Generation Herbicide Tolerance Traits	Soybean Herbicide Trait Stack with Five-Tolerances 3 rd Gen. Soybean Insect-Control Trait	New Non-Selective PPO Herbicide ¹ New Mode of Action Herbicide	New Fungicide for Asian Soybean Rust ³	Decis Phoenix Novel Mite Solution

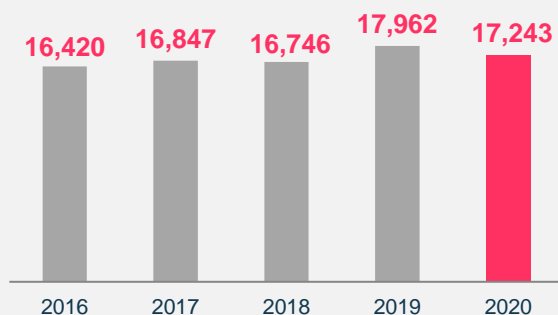
Note: Subject to regulatory approvals and pending registrations. Represents a subset of the pipeline. Launches are all approximates.
¹ In collaboration with Sumitomo ² Company estimate ³ Products not registered in all jurisdictions.



Pharma: Focused on Therapeutic Areas with High Unmet Needs

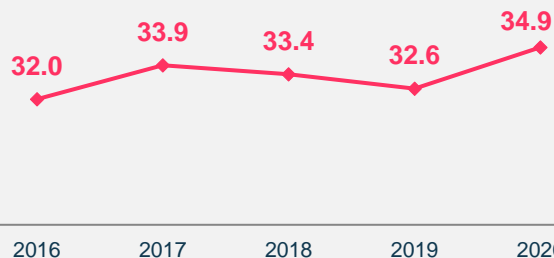
Sales development

In €m



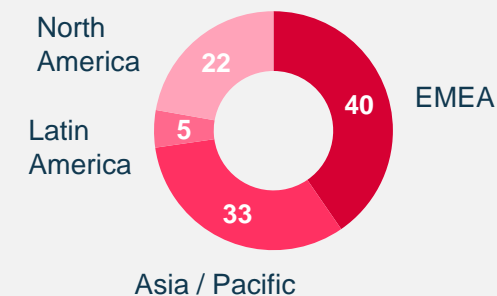
EBITDA margin development

In %, before special items



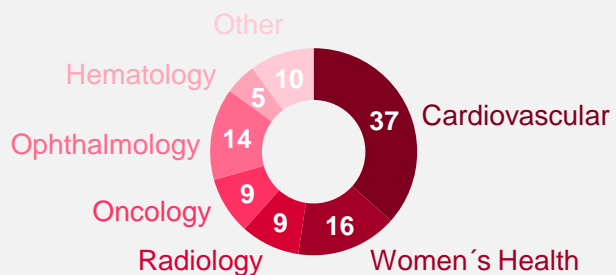
Sales by region

In %, in 2020



Therapeutic areas

In %, based on sales 2020



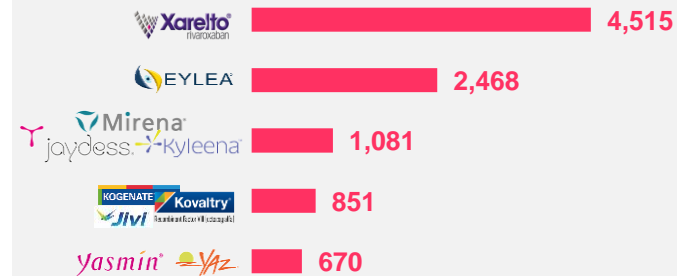
Leading positions in key therapeutic areas



- Cardiovascular
- Hematology
- Retinal Diseases
- Women's Health
- Radiology

Top products

In €m, based on sales 2020





We Laid The Foundation for Long-term Growth at Pharma

Main Building Blocks of Post LoE Growth

Late-stage Pipeline in CV & WH



Finerenone

Elinzanetant
(KaNDy NT-814)

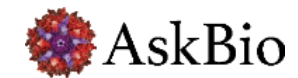
Oncology



Pipeline
eg. EGFRexon20 inhib., ATR inhib., TTCs

Cell & Gene Therapy Platform

C> platform expected to deliver significant sales contributions from ~2025 onwards



External Innovation and BD&L

>25 BD&L-transactions signed in 2020
Enhanced focus on external innovation to replenish pipeline

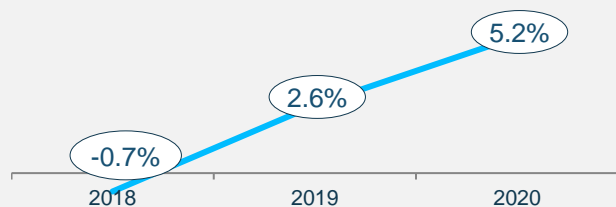
¹ In collaboration with Merck & Co. Inc., Kenilworth, NJ, USA



Consumer Health: A Leading Global OTC Player

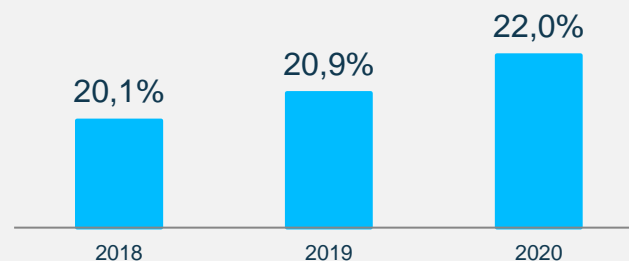
Sales development

In €m / % yoy cpa



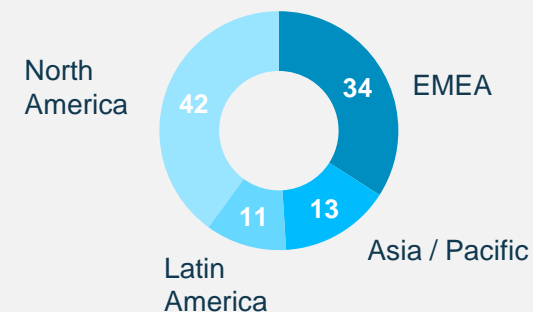
EBITDA margin development

In %, before special items



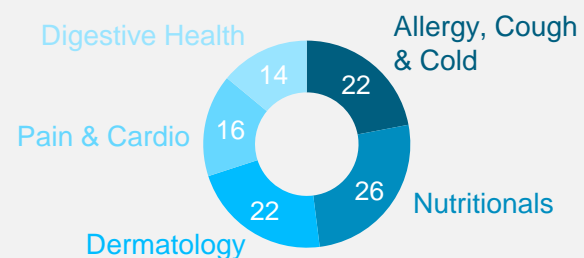
Sales by region

In %, in 2020



Categories

In %, based on sales 2020



Market positions¹



Key products



¹ Nicholas Hall & Company DB6 October 2020

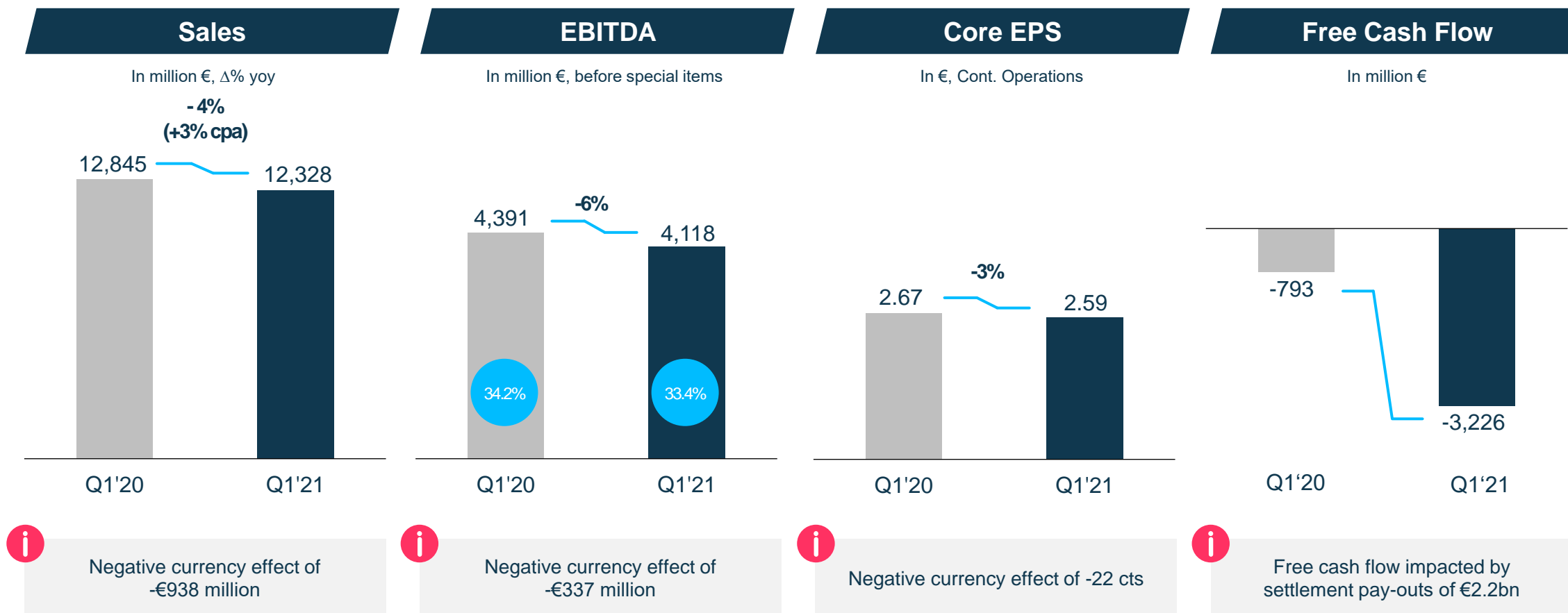


Results

Q1 2021



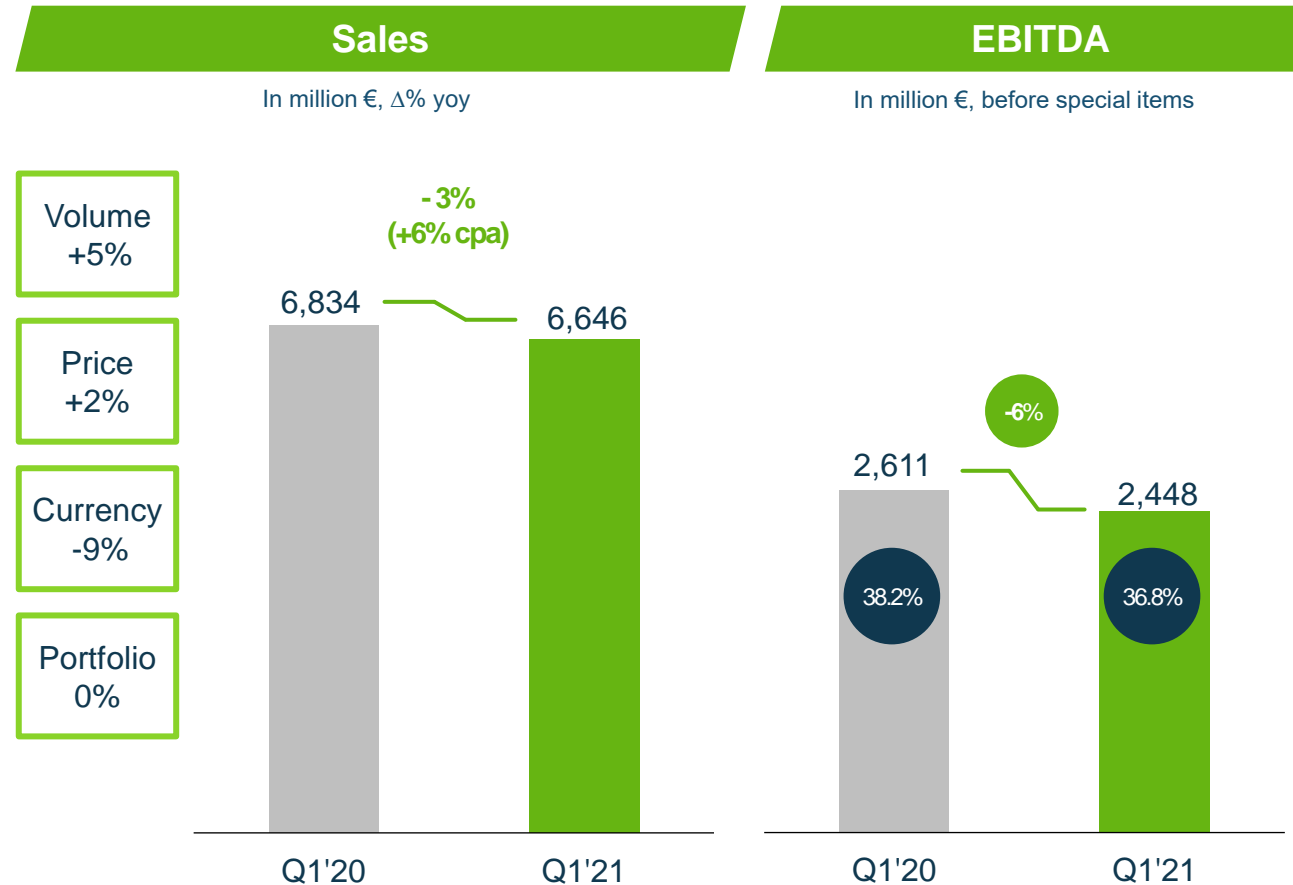
Good Underlying Momentum Masked by Currency Headwinds



● EBITDA Margin before special items, cpa = currency and portfolio adjusted



Crop Science Off to a Strong Start



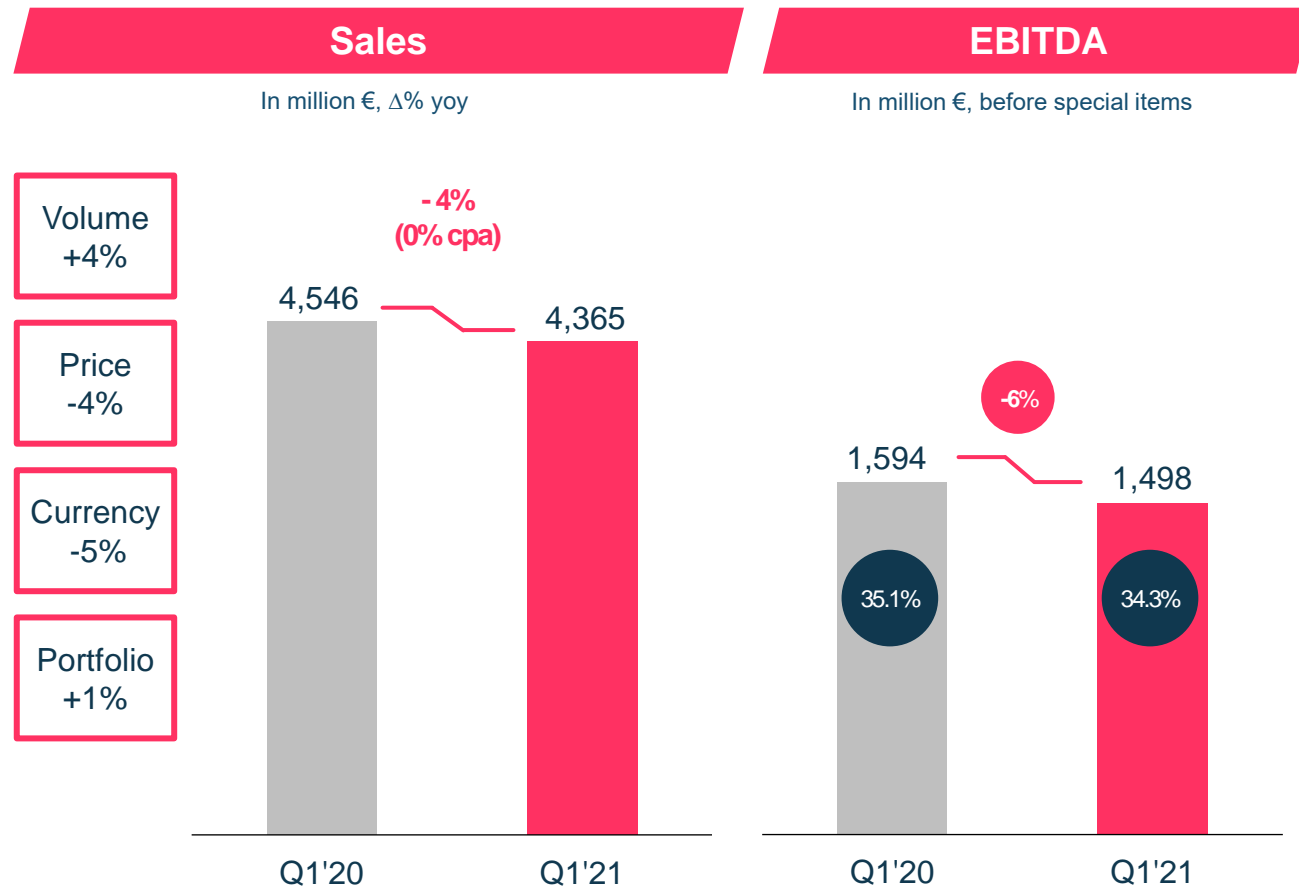
Key Messages

- + Positive market sentiment due to high commodity prices for corn and soy
- + Soybean Seed & Traits sales with +3% mainly driven by Xtend platform
- + Strong cpa growth mainly driven by Fungicides (+22%) and Herbicides (+13%)
- + Latin America up 26% and APAC up 29% cpa, while North America is flat
- = Corn Seed & Traits on prior year level due to loss of corn license
- EBITDA before special items affected by €252m of negative currency effects and a negative mix effect in sales

● EBITDA Margin before special items, cpa = currency and portfolio adjusted



Pharma on Track for Sustained Growth Momentum



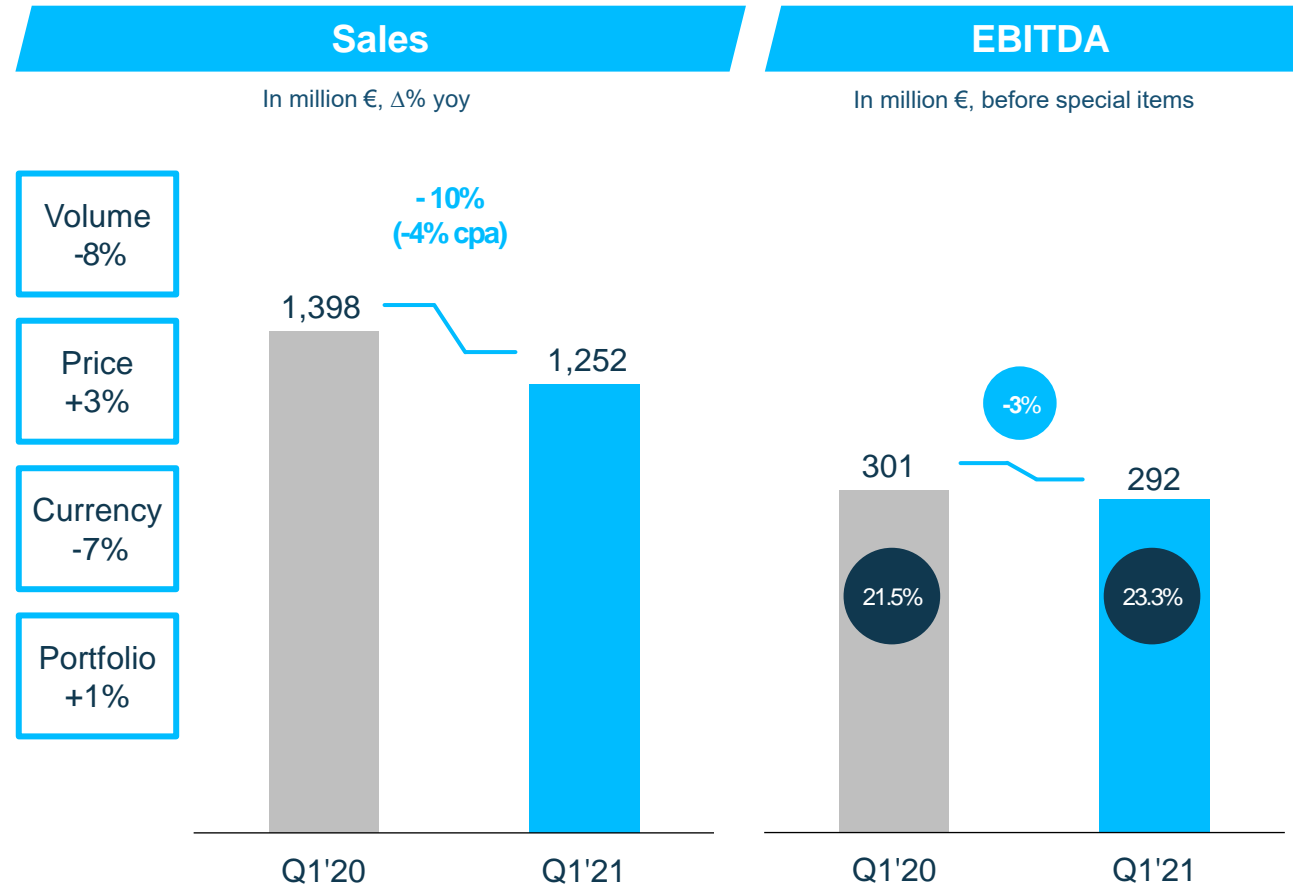
Key Messages

- + Good performance of Eylea (+16%) and Xarelto (+7%)
- + Good growth momentum for elective treatments: IUD franchise (+8%), Radiology (+3%)
- + Finerenone meets primary endpoint in Phase III FIGARO-DKD trial
- + Launch of Nubeqa on track
- In China, VBP continued to significantly impact sales of Glucobay and Avelox
- EBITDA before special items affected by negative pricing and currency headwinds (-€57m)

● EBITDA Margin before special items, cpa = currency and portfolio adjusted



Consumer Health Continues Outperformance



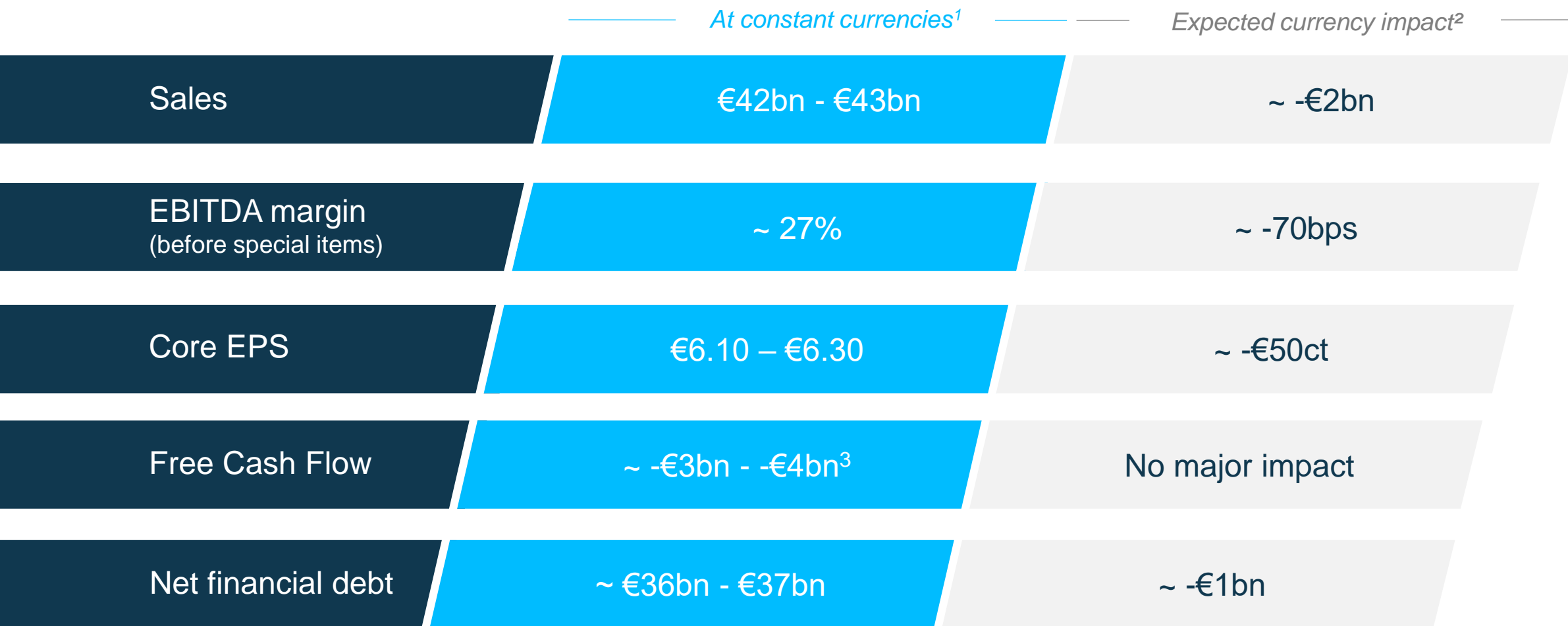
Key Messages

- + Despite challenging Q1 environment, we continue to outperform the market while cycling over record prior-year quarter
- + Positive growth momentum for Dermatology (+7% cpa) and Nutritionals (+5% cpa)
- + Margin uplift driven by prudent marketing spending and divestment income from non-core brands
- Weak flu season and reduced store traffic weigh on business
- Allergy & Cold with -30% cpa
- Currency headwinds of -€26m impact EBITDA before special items

● EBITDA Margin before special items, cpa = currency and portfolio adjusted



We Confirm our Outlook for 2021 (as Shown in February)



¹ Reflects our 2021 plan at the average actual currencies for 2020

² Currency assumptions based on month-end December spot rates (1 EUR=) 1.23 USD, 6.37 BRL, 8.00 CNY, 127 JPY, 24.4 MXN, 91.9 RUB. Impact is calculated as difference to constant currencies.

³ Settlement payouts of ~€8bn included