BAYER

Science for a Better Life

A Global Leader in Health & Nutrition

/ / / / / / / / / / / / / / / /

Investment Case

February 2023 / Bayer AG

BAYER

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

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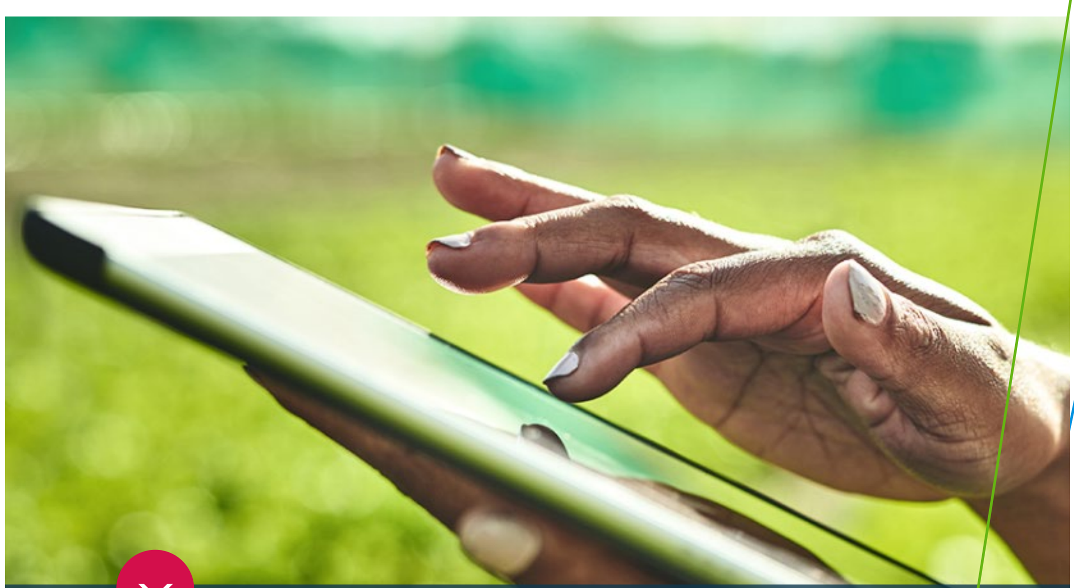

The company assumes no liability whatsoever to update these forward-looking statements or to conform them to future events or developments

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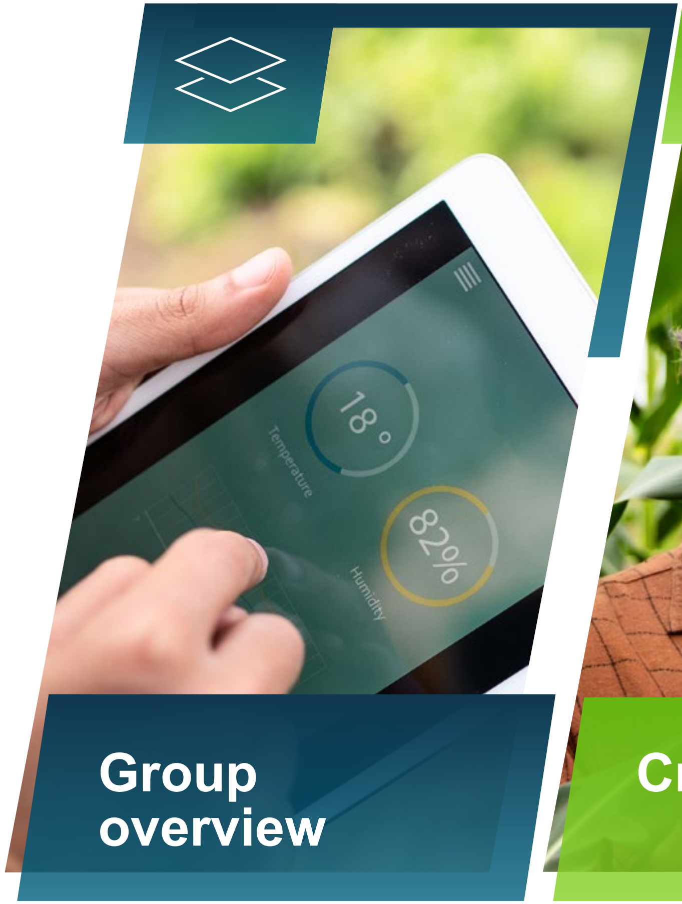
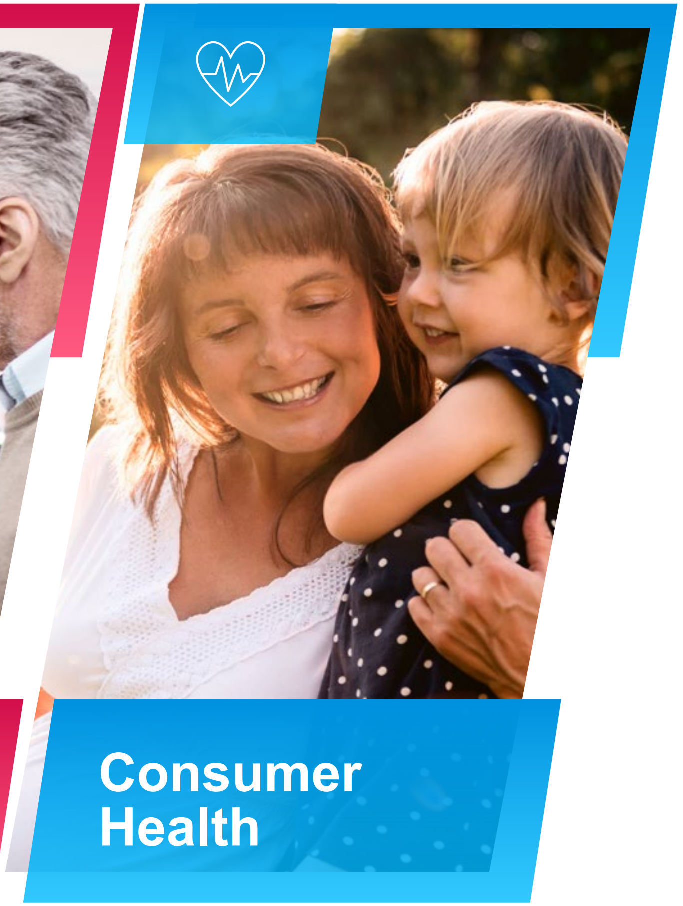


Group overview

Crop Science

Pharmaceuticals



Consumer Health

Sustainability

Bayer: A Global Leader in Health and Nutrition

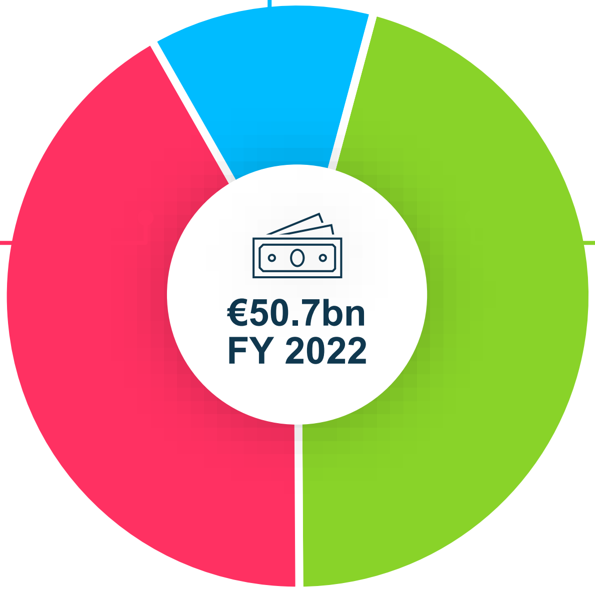
Well Positioned to Create Value in Growing Markets using Science to Address Societal Megatrends

BAYER GROUP SALES

12% — #3 OTC Player **Consumer Health**

38% — Leading Positions in Key Therapeutic Areas **Pharma**

50% — #1 in Sales and Profitability & R&D **Crop Science**



MARKET SIZE

CROP SCIENCE

~ €100bn[1]

PHARMACEUTICALS

~ €1,400bn[2]

CONSUMER HEALTH

~ €150bn[3]

[1]Source: Company Estimates
[2]Source: IQVIA Market Prognosis as of September 2022
[3]Source: Nicholas Hall

Global Megatrends in Health & Nutrition

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

PHARMACEUTICALS • CONSUMER HEALTH • CROP SCIENCE

Megatrends through 2050

AGING POPULATION

People 60+ more than doubling[1]

>20% of total population [1]

GROWING POPULATION

+2.2bn

People [1]

+50%

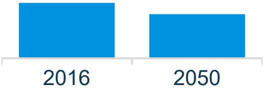
more food and feed required to meet growing demand [2]

PRESSURE ON ECOSYSTEMS

-17%

Harvest losses from climate change [3]

-20%



Significant loss in arable land per capita [4]

Societal Needs

Preserve and restore health

Secure sufficient supply of quality food

Use natural resources more efficiently and responsibly

Our Mission

We leverage science to address these societal needs – with the ultimate goal to improve people's lives

Science For A Better Life

[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

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

01 CROP SCIENCE INNOVATION PIPELINE

Annual R&D Investment: €2.6bn[1]

Key Current Launch Products: VTPRO4, SmartStax PRO, Plataforma Intacta 2 Xtend, Xtendflex Soybeans, Fox Supra (Indiflin®)[2], Xivana

Key Mid-/Late-Stage Pipeline Opportunities

// Smart Corn System featuring Short Stature Corn

// Soybean Herbicide Trait Stack with Five-Tolerances

// New Herbicide Molecule

02 PHARMACEUTICALS INNOVATION PIPELINE

Annual R&D Investment: €3.4bn

Key Current Launch Products: Nubeqa (darolutamide), Kerendia (finerenone), Vitrakvi (larotrectinib), Verquvo (vericiguat) tablets

Key Mid-/Late-Stage Pipeline Opportunities

Finerenone
// Non-diabetic CKD
// Heart Failure

Factor XI(a) portfolio
// Thrombo-embolic diseases

Elinzanetant (KaNDy NT-814)
// Vasomotor symptoms during menopause

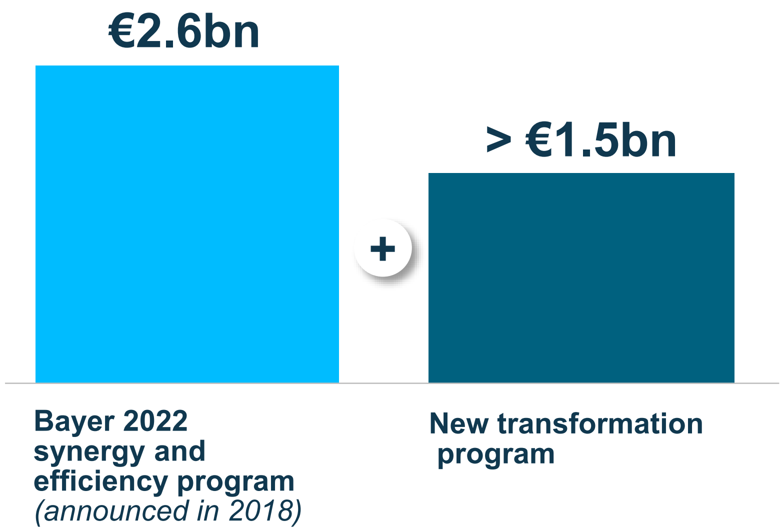
Note: Subject to regulatory approvals and pending registrations. Represents a subset of the pipeline.
[1]Bayer R&D expenses exclude special items [2]In collaboration with Sumitomo

New Transformation Program with Gross Contributions of > €1.5bn

Expect Partial Reinvestment to Drive New Opportunities; Remainder to Drive Margin Expansion

Transformation Programs

GROSS CONTRIBUTIONS*



Delivery

BAYER 2022 PROGRAM SUCCESSFULLY CONCLUDED

We accelerate our transformation to become leaner and more agile

// **Optimizing** Divisions and Enabling Functions
// **Improving** our go-to-market models
// **Strengthening** our digital and data **capabilities**
// **Structural measures and optimization** of external spend
// **Increasing resilience** of supply chain

* Gross contributions will be partially re-invested to fuel growth and are included in our guidance for 2022-24 Note: One-time costs in same magnitude as for Bayer 2022 (1.7x the total contribution)

Focus on Cash Generation Embedded in Incentive Plans

Improvements Expected from Sales Growth, Working Capital & Divestments; Litigation Pay-outs and One-Time Costs for Transformation Mitigating Factors

Improve free cash flow

Optimize working capital focusing on overdue management, inventory and payables; prioritizing CapEx

Adapt incentive scheme

Free Cash Flow integrated as a key performance metric in our short-term incentive plan for all managerial employees

Capital Employed / Divestments

Optimization of fixed asset portfolio, for example, sale of property

Sale of businesses / brands below division level (e.g. ES professional)

Litigation pay-outs & special items

Our Free Cash Flow is impacted by litigation pay-outs and cash-effective one-time costs for transformation

Disciplined Capital Allocation to Delever, Pay Dividends and Invest

Financial strategy directed towards regaining long-term “A” rating

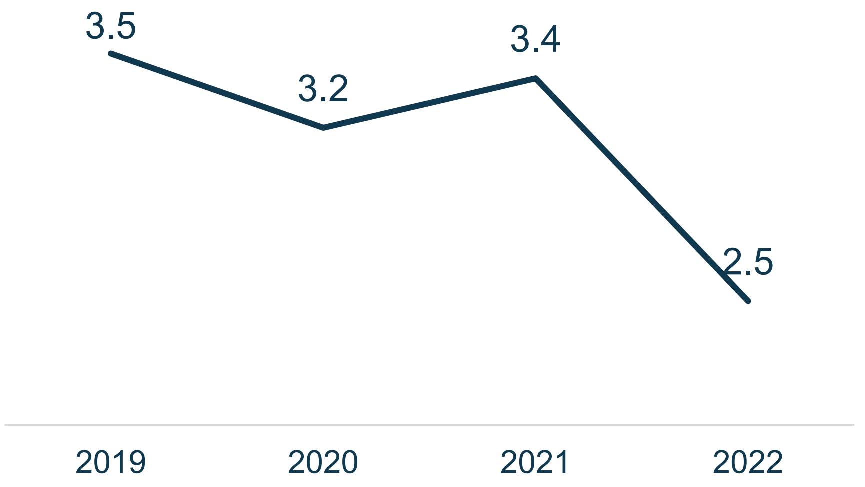
Capital Allocation Priorities

Free Cash Flow

Divestment proceeds[1]

Deleveraging	**Rating target:** A category
Dividends	**Pay-out range:** 30-40% of cEPS
External growth investments	**Bolt-on M&A,** Leaps

Development of Leverage*



* (Net Financial Debt + Pensions – 50% of Hybrid Volume) / reported EBITDA before special items

Sustainability is Integral to Our Values, Strategy and Operations

We intend to create bold impact and generate sustainable business opportunities

PHARMACEUTICALS • CONSUMER HEALTH • CROP SCIENCE

Megatrends	AGING POPULATION	GROWING POPULATION	PRESSURE ON ECOSYSTEMS
Societal Needs	**Preserve and restore health**	**Secure sufficient supply of quality food**	**Use natural resources more efficiently and responsibly**

Impact

Help more people thrive

OUR VISION: HEALTH FOR ALL, HUNGER FOR NONE

1 NO POVERTY · 2 ZERO HUNGER · 3 GOOD HEALTH AND WELL-BEING · 5 GENDER EQUALITY · 6 CLEAN WATER AND SANITATION · 13 CLIMATE ACTION · 15 LIFE ON LAND

Decrease ecological footprint

Sustainable Growth

Long-term business growth through sustainable innovation

Investment Thesis

Key Takeaways

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

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

03 We expect to **translate innovation** into profitable **mid-term growth**

04 We expect to **improve our profitability** by **accelerating our transformation**

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

06 We have **integrated sustainability** in our business **strategy** and **incentive systems**

Science for a Better Life

Shaping the Future of Agriculture

01

Investment Case
February 2023 /
Bayer AG

Shaping the Future of Agriculture

01 Market & Position

02 Strategy

03 Operational Excellence

04 World-Class Innovation

05 Digital Transformation

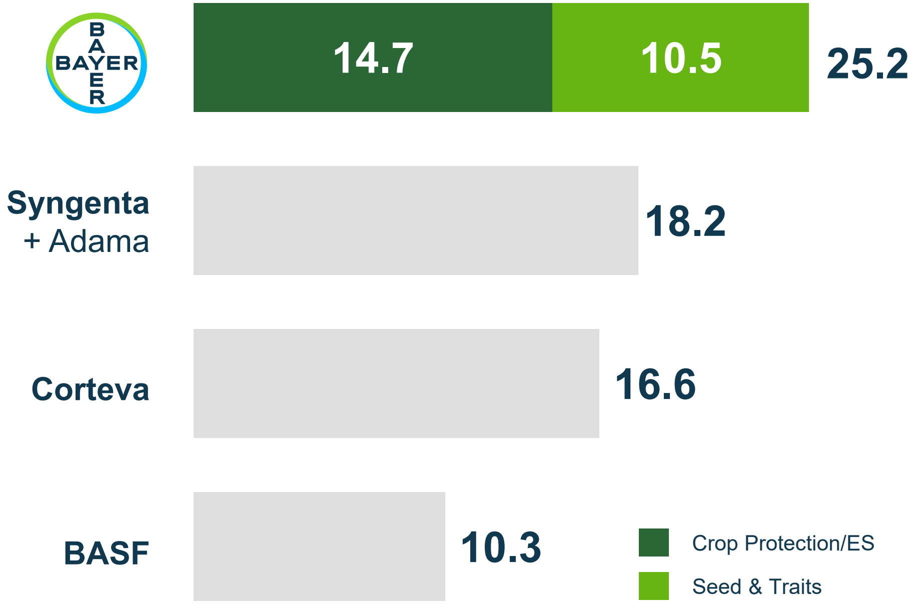
06 New Standards in Sustainability

The Established Leader in Crop Science

Industry leading profitability underpinned by ~€2.6bn in annual seed & trait licensing revenue

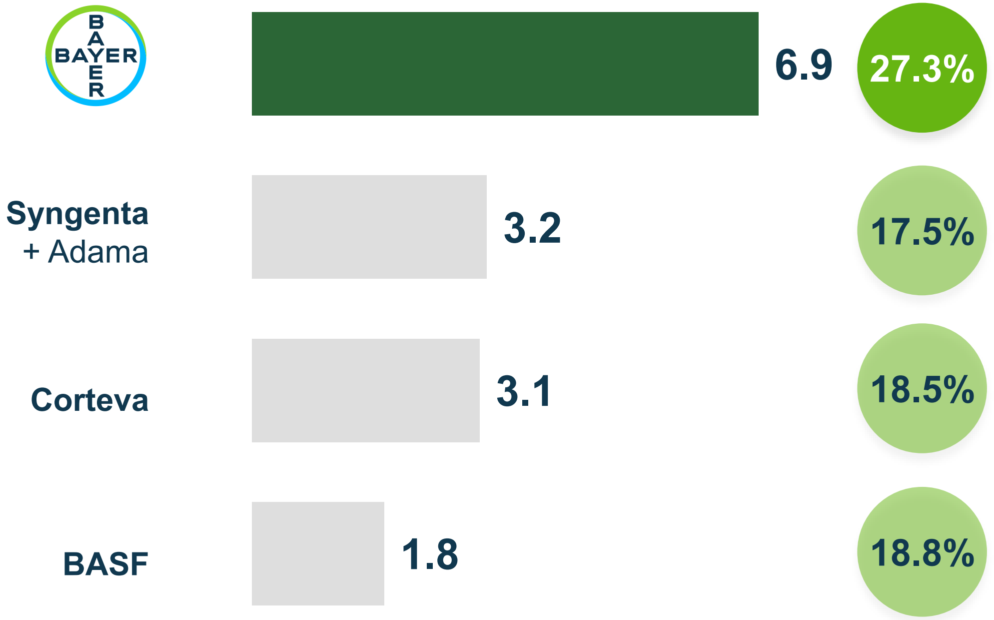
Largest in Sales

Total Sales[1] (€bn), FY 2022



Highest Profitability

EBITDA[1] (€bn) / EBITDA[1] Margin (%), FY 2022



[1] Company information; exchange rate: FY 2022 ~1.05 USD/EUR. EBITDA before special items; Representing the legacy Syngenta results plus Adama of FY 2021

Growers Worldwide Recognize the Value We Deliver

#1 in Seed & Traits with Leading Crop Protection Portfolio in €100bn Global Ag Input Market

#1 Market Position

- Corn Seed & Traits
- Herbicides
- Soybean Seed & Traits

#2 Market Position

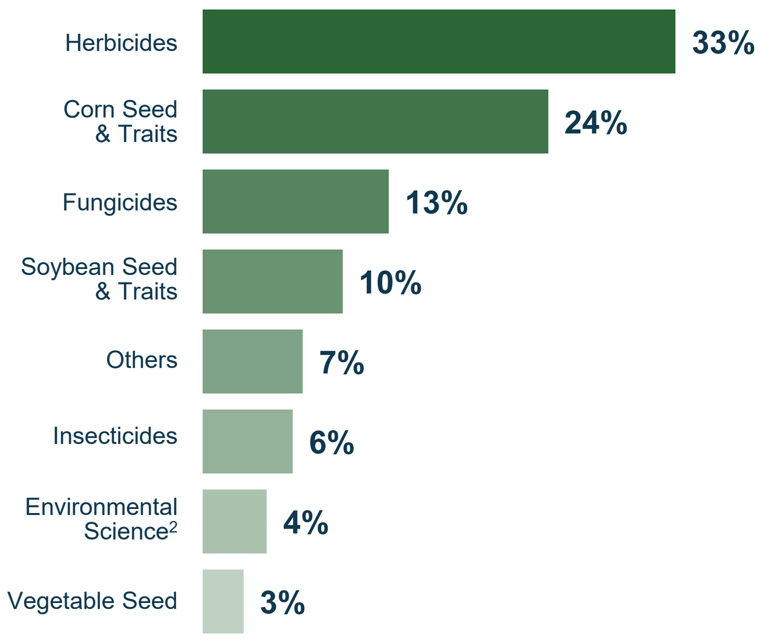
- Fungicides
- Vegetable Seed

#3 Market Position

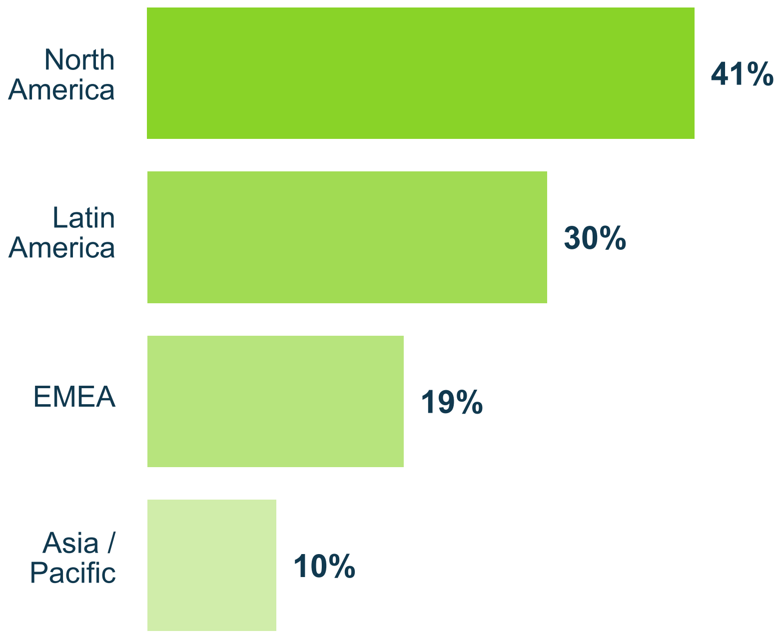
- Insecticides

Bayer Crop Science 2022 Sales (€25.2bn)[1]

SALES BY STRATEGIC BUSINESS ENTITY



SALES BY REGION

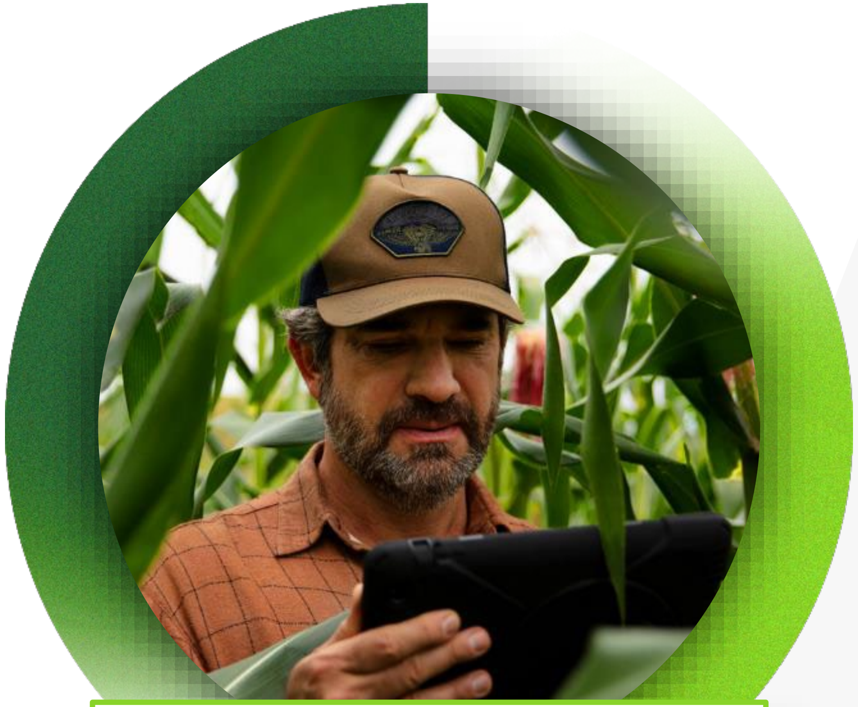


Note: Market Position determined annually, as of Q1-2022

[1] Company information; exchange rate: FY 2022: ~1.05 USD/EUR.

[2] Environmental Science Divestiture - October 2022

Vision / Health for All, Hunger for None



Win by being more grower centric

Purpose:
Shaping agriculture for the benefit of farmers, consumers and the planet

Pillars:

// Operational Excellence
// World Class Innovation
// Digital Transformation
// New Standards in Sustainability

Strategic Ambition

Perform:	**Transform:**
Grow above market and deliver strong returns	Achieve 100% digitally enabled sales by 2030

A Clear Operational Plan to Create New Value and Outperform the Market in the Mid-term

01 Deliver growth in **crop protection** sales through **new products**, **integrated offerings** and effective management of **glyphosate-based herbicide dynamics**

02 Grow **corn seed & traits** with annual **portfolio refresh** and **new insect traits**

03 Upgrade the Americas to **next-gen soybean trait technology**

04 Implement **new vegetable seeds strategy** and launch **new traits in cotton** to drive growth

05 Execute on **efficiency program** to reinvest in new opportunities and drive margin expansion

CROPSCIENCE

03 Operational Excellence

Advancing Sustainable Crop Protection

Launched Two New Actives, 10 New Formulations and >250 Registrations in 2022 to Bolster >€13bn in Annual Sales in Crop Protection

Industry Leading Crop Protection Development

- >15 new AIs launched in the past 15 years; 9 advancing, including 2 launches, in 2022

Fox Supra

- Includes next-gen technology **Indiflin®**[1], with Prothioconazole
- Offers **unrivaled control** of Asian Soybean Rust
- Builds on **#1 position** in soybean fungicides[2] in LATAM

PSP of >€400m

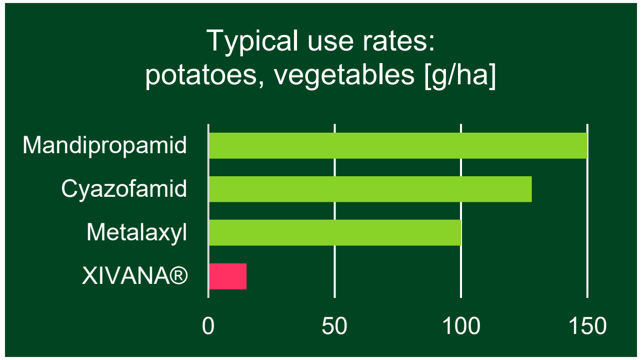
Pre-launched in 2022 in Brazil & Paraguay

Xivana

- Powered by **Fluoxapiprolin**
- New global horticulture fungicide with **best-in-class MoA**; delivers outstanding protection of grapes, potatoes and vegetables
- Higher, **longer-lasting efficacy** above established standards

PSP of >€150m

Launched in 2022 in Australia (grapes)



Advances in Formulation Technology

- Leadership in formulation technology enables lower volumes with equivalent or better efficacy; drone-specific formulations for safety and precision

TriVolt™

- Pre-emergence selective corn herbicide
- Launched in 2022
- Contains 3 AIs: Thiencarbazone, Flufenacet and Isoxaflutole to provide overlapping residual control of key broadleaf weeds and grasses

Mateno® Complete

- Includes Aclonifen, a new herbicide mode of action for Australia
- Launched in 2022
- Suitable for use in wheat and barley for hard-to-control grass and broadleaf weeds

[1] In collaboration with Sumitomo; [2] Internal estimates

Building on the #1 Trusted Brand and Strong Portfolio of Biological Solutions to Meet Growing Market Needs

BIOLOGICALS by Bayer – The power of nature. Empowered by science.

	SeedGrowth					Foliar & Soil applied			
	Corn Yield	Soy Yield	Nematicide	Fungicide	Other	Insecticide	Fungicide	Soilborn Disease/Pest	Crop Performance Enhancers
In-licensed / Commercial Products	BIORISE[1]	TagTeam®[3] Optimize®[3]	Poncho® Votivo®[2]	Integral® Pro[2]	TagTeam®[3] JumpStart®[3]	FLiPPER, VYNYTY, XenTari, REQUIEM, decis, decis	SERENADE ASO, SERENADE SOIL ACTIV, SONATA	BioAct	Bayfolan, Ambition, Ambition

Leading Position

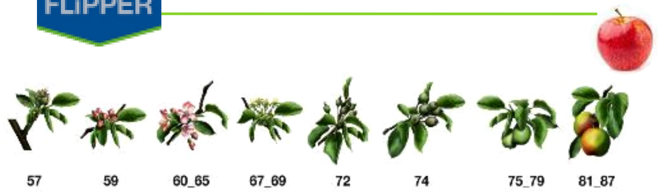
- Bayer is the **#1 Trusted Brand** in Biologicals by Growers[4]
- Reaching **>60m acres** in row crop, high value horticulture & vegetable acres
- Delivering **~€200m in annual sales** in 2022
- Market to **grow to nearly €25bn** by 2028[5]

Select Key Product Offerings

SERENADE – Biological Fungicide

- Soil Activ Launched in the U.S., Australia and Chile propelling brand to **>€150m peak net sales**

FLiPPER – Biological Insecticide



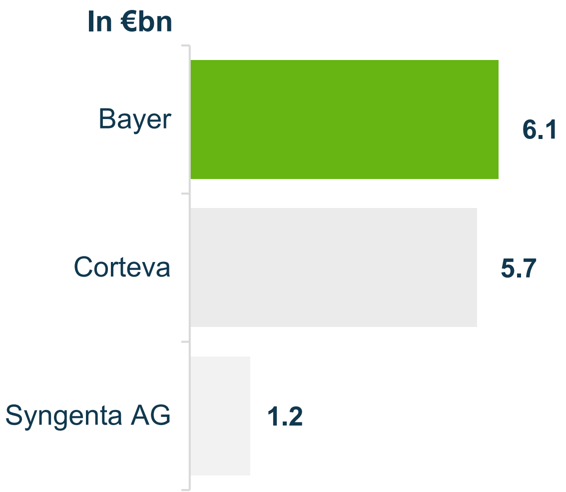
- Consistent **broad-spectrum activity** across multiple fruit and vegetable crops and pests

[1] Also sold under Acceleron® and Torque®3 brand names; [2] 3rd party product from BASF, [3] In-licensed from Novozymes; [4] 75-100 growers polled in each of seven countries (Europe, Brazil, US) for potato, tomato and grapes, Bayer Market Research 2020; [5] Source: DataM Intelligence, 2021: Global Agriculture Biologics Market; Market Size, Share and Forecast; Market Outlook, Opportunity and Data Analysis 2021-2028

#1 Position in Global Corn Seed & Traits

Expect to Widen the Gap with Corn S&T Pipeline with €11bn of Peak Sales Potential[1]

2022 Corn S&T Sales[2]



Bayer 2022 Corn Seed Share[3]

	Seed Share & Position[4]		Trait Share[5]
U.S.	>55%	#1	~85%
Brazil	~30%	#1	~30%
Argentina	~50%	#1	~50%
Mexico	>70%[4]	#1	NA
Europe	~20%	#2	NA
South Africa	~70%	#1	~60%

Key Seed Brands

DEKALB, CORN STATES, LEWIS HYBRIDS, Channel, Kruger, AGROESTE, GOLD COUNTRY SEED, Jung, HUBNER SEED, sementes agroceres, Fontanelle HYBRIDS

Key Corn Traits in Bayer Pipeline – Underpinned by Annual Launch of >250 New Hybrids Globally

- **2022**: VTPRO4; SmartStax PRO with RNAi Technology
- **2023**: SMART CORN SYSTEM – Short-stature corn hybrids
- **2024**: VT4PRO with RNAi Technology
- **2027**: **Short-Stature Corn – Biotech Trait**; 4th Gen Lepidoptera Trait; 4th Gen Coleoptera Protection Trait
- **2030**: **HT5 Corn**; 5th Gen Lepidoptera Trait

[1] Expect ~50% of peak sales potential to be incremental and expect ~80% of the projects to reach peak by 2037; [2] Source: Bayer and Corteva as reported in FY 2022, exchange rate FY2022: ~1.05 USD/EUR, Syngenta based on AgbioInvestor estimates for FY 2021, exchange rate FY2021: ~1.18 USD/EUR; [3] Internal estimates; market position, seed (germplasm) share and trait share measured as of 2022 for U.S. and Europe and as of 21/22 season for Brazil, Argentina, Mexico and South Africa; [4] Includes the sum of branded plus licensed seed share in the respective countries/region; [5] Represents the percentage of corn acres planted in the country that contain at least one Bayer biotech trait

Rollout of Most Advanced Corn Rootworm Control Trait Continues

CRW3: Industry's Only RNAi-Based Corn Rootworm Trait

NEW VT4PRO[1] with RNAi TECHNOLOGY
Expected Launch: **U.S.2024**

LAUNCHED / / / / / /
BRAZIL/ ARGENTINA 20/21
VTPRO4

2021/2022: >4m acres

- **Most advanced technology** for control of insects in Brazil corn
- Two modes below-ground insect control, including **CRW3**, plus two modes above-ground insect control and glyphosate tolerance

LAUNCHED U.S. 2022
SmartStax PRO with RNAi TECHNOLOGY

Corteva Qrome product (P1366Q)

2022: ~100k acres **2023e**: >1m acres

Average Root Rating: 0.30	**Location:** Ireton, Iowa July 20, 2021	**Average Root Rating:** 1.20

2021 U.S. FIELD RESULTS[2]

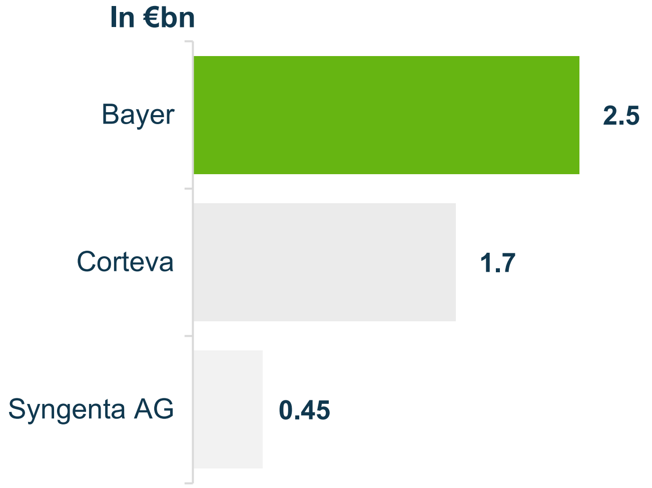
- **SmartStax PRO with RNAi Technology** had lower **root injury scores 97.4%** of the time
- **Qrome Products: 0.97** nodes of root injury
- **SmartStax PRO: 0.28** nodes of root injury
- For each root node damaged by CRW larvae, a yield loss of ~15% can be expected.[3] Root injury score of **0.97 nodes** in a 200 bu/acre yield environment could result in **29 bu/acre yield loss**
- ~30m acres infested with CRW in the U.S.

[1] VT4PRO with RNAi Technology corn products are expected to be commercially available for the 2024 growing season; [2] Head-to-head comparisons across 40 locations with corn rootworm pressure in the U.S.in 2021;
[3] Tinsley, N.A., Estes, R.E. and Gray, M.E. 2012. Validation of a nested error component model to estimate damage caused by corn rootworm larvae. Journal of Applied Entomology. DOI:10.1111/j.1439-0418.2012.01776.x.

Global Soybean Seed & Trait Sales Leader

Upgrading the Americas with Recent XtendFlex and Intacta 2 Xtend Trait Launches

2022 Soybean S&T Sales[1]



Bayer 2022 Soybean Seed & Trait Share[2]

	Seed Share & Position[3]		Trait Share[4]
U.S.	*>35%*	*#1*	*~50%*
Brazil	*~20%*	*#2*	*>80%*

Key Seed Brands

ASGROW, CORN STATES, Fontanelle Hybrids, MONSOY, LEWIS Hybrids, Jung Seed Genetics, Channel Seedsmanship At Work, Hubner Seed, Gold Country Seed, Kruger Seeds

Key Soybean Traits in Bayer Pipeline – Underpinned by Annual Launch of ~150 New Varieties in the Americas

2021: XTENDFLEX SOYBEANS; PLATAFORMA INTACTA 2 XTEND

2025: **HT4 Soybeans** – 3rd Gen Insect Protection Trait

2030: **HT5 Soybeans** – 4th Gen Insect Protection Trait

[1] Source: Bayer and Corteva as reported; Syngenta based on AgbioInvestor estimates for FY'21 - exchange rate FY2021: ~1.18 USD/EUR; FY'2022: ~1.05 USD/EUR; [2] Internal estimates; market position and seed (germplasm) share measured as of 2022 for U.S and as of 21/22 season for Brazil; [3] Includes the sum of branded plus licensed seed share in the respective countries/region; [4] Represents the percentage of soybean acres planted in the country that contain at least one Bayer biotech trait.

CROPSCIENCE

03 Operational Excellence

Bayer Maintains #1 Leadership Position with XtendFlex Technology and XtendiMax Herbicide Performance

Upgrade to >20m XtendFlex Acres in North America in 2022

#1 **In North America soybean performance**[1]

Only technology that includes **14-days residual activity;** Controls significantly more weeds than the Enlist system[2]

~45m acres in Bayer's soybean technology in 2022; retained leading position in 2022

ROUNDUP READY 2 XTEND SOYBEANS

- Provides tolerance to dicamba and glyphosate
- **Recommended Herbicide Pairings:**

XTENDIMAX VaporGrip Technology | WARRANT | Roundup PowerMAX HERBICIDE

- Proven performance, high-yield potential, strong agronomics
- Broadly licensed across the industry

XTENDFLEX SOYBEANS

- Adds glufosinate tolerance to the proven performance of Roundup Ready 2 Xtend Technology to provide additional flexibility to manage tough-to-control weeds
- **Recommended Herbicide Pairings:**

XTENDIMAX VaporGrip | WARRANT | Roundup PowerMAX HERBICIDE | Glufosinate

- Reached **>20m** acres in the U.S. in 2022
- **2.9+bu/acre** advantage vs. Enlist™ Weed Control System in herbicide system trials[3]

[1] Bayer internal estimates; [2] Based on EPA labels of the chemistries; [3] Soybean Crop Trials (184 locations with 20 in 2019 (Roundup Ready® 2 Xtend), 57 in 2020 (Roundup Ready® 2 Xtend), 67 in 2021 (XtendFlex® Soybeans) and 40 in 2022 (XtendFlex® Soybeans) reporting data located with 22-IA, 24-IL, 23-IN, 11-KS, 1-KY, 7-MI, 30-MN, 10-MO, 1-MS, 5-ND, 17-NE, 15-OH, 1-OK, 11-SD, 4-PA and 2-WI,). Significant at P ≤ 0.10 LSD at 0.6 Bu/A as of 12/13/2022. Roundup Ready® Xtend Crop data = XtendFlex® soybeans with a farmer-selected (or in case of Bayer Trials, Bayer-selected) weed control program that may include dicamba, glyphosate, glufosinate and various residual herbicides. Enlist™ Weed Control System data = Enlist E3® soybeans with a farmer-selected (or in case of Bayer Trials, Bayer-selected) weed control program that may include glyphosate, Enlist One® herbicide, Liberty® 280 SL herbicide and various residual herbicides.

Next-Gen Intacta Traits to Expand Leading Soybean Franchise in Brazil

Intacta 2 Xtend Launched; IP3 Currently in Phase 3, IP4 Advanced to Phase 2

01 INTACTA RR2 PRO

#1

South America soybean system[1]

- **Excellent control** of soybean loopers, velvetbean caterpillar and axil borer
- **Glyphosate tolerance** provides proven weed control and enables conservation tillage
- Licensed to seed producers with **>90%** share of market in Brazil
- On ~**85m** acres in Brazil in 2021/22

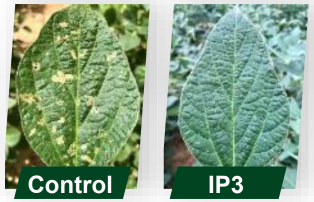
02 PLATAFORMA INTACTA 2 XTEND

2021 Field Days

- Industry-first with three proteins for insect control and resistance management, plus adds dicamba tolerance for tough-to-control weeds
- LAUNCHED on **>800k** acres in Brazil in 2021/22 season. Targeting **~6m** acres for the 2022/23 season
- Performance advantage of **2.89 bu/acre**

03 & 04 Next-Gen Insect Protection

Velvetbean Caterpillar Infested | **Soybean Looper Infested**



- **IP3 in Phase 3;** Delivering multiple modes-of-action for insect control
- **IP4 ADVANCED to Phase 2;** focused on Brazil

Boone, Iowa, June 2021

IP3 = 3rd generation insect protection trait in soybeans // IP4 = 4th generation insect protection trait in soybeans // [1] Data based on number of traited acres per Bayer internal estimates

New Cotton Trait Offerings Key to Growth in “Other” SBE; Vegetables on Path to Regain #1 Position

Leading Seed & Trait Innovation for Cotton Growers

- Driving growth in >€600m[1] cotton S&T business

Bollgard 3 ThryvOn™ with XTENDFLEX Technology — First-ever biotech trait for piercing and sucking insect control
- 2023 Commercialization in United States

HT4 Cotton — Five modes of Herbicide Tolerance
Glyphosate, Glufosinate, HPPD, PPO, Dicamba
- Phase 3

Bollgard 4 Cotton — Season-long protection with multiple modes of action for key lepidopteran pests
- Phase 3

Driving Vegetable Seed Profitability and Growth

- Solid path to regain #1 Position

- Expect above market growth across all four customer segments: protected, smallholder, open field and processing
- R&D investments launched 90 new varieties
- Portfolio well positioned to deliver on expanding markets in EMEA and APAC
- Focus on value creation by driving customer, operations & innovation excellence
- Partner across the value chain to deliver products for sustainability & consumer value

Seminis. De Ruiter™

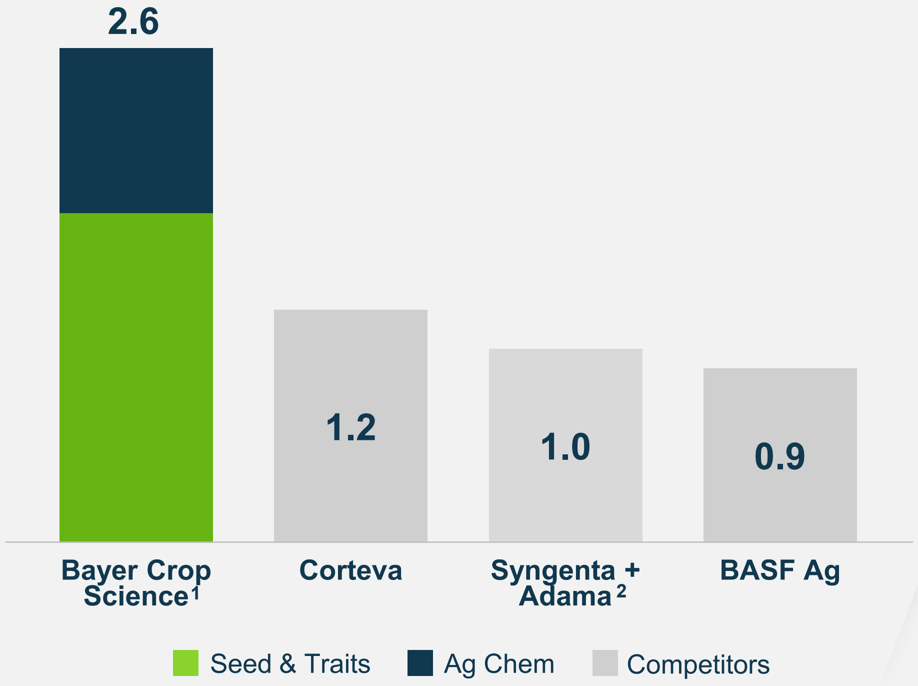
[1] 2022 cotton seed & traits sales for Bayer Crop Science

Crop Science: R&D Investment Powers Pipeline with >€30bn Peak Sales Potential

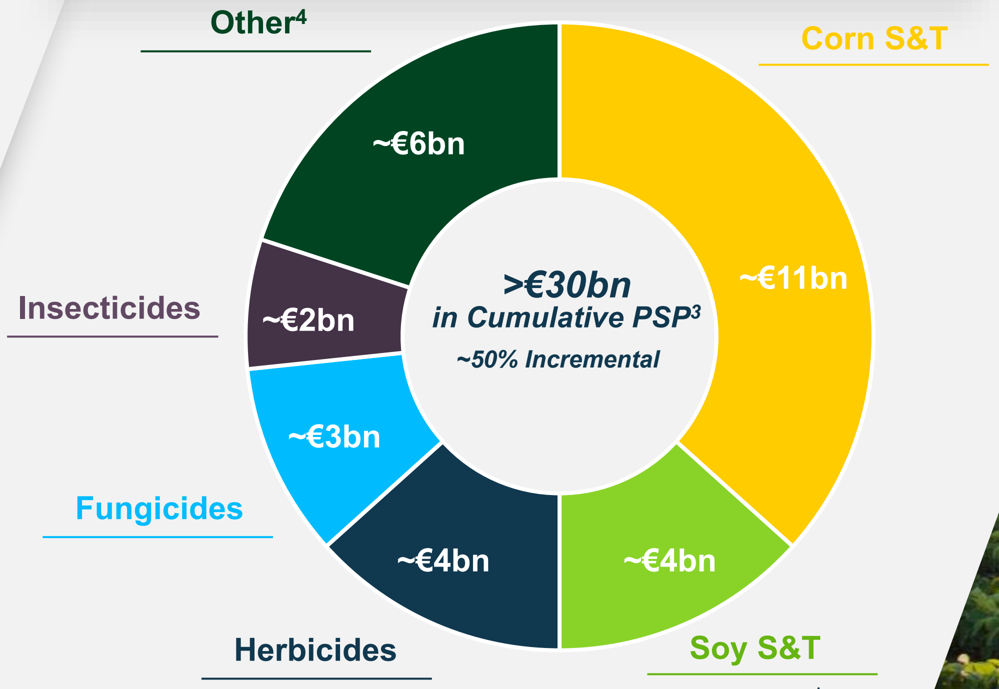
CROPSCIENCE

04 World-Class Innovation

2022 Ag R&D Investment (€bn)



Pipeline Peak Sales Potential[3] of >€30bn



Phasing of PSP[3]: 30% by 2032, 80% by 2037 and 100% by 2038+

2022 reported results, exchange rate: FY 2022: ~1.05 USD/EUR and FY 2021: ~1.18USD/EUR; [1] Bayer R&D expenses exclude special items; [2] Represents the legacy Syngenta results plus Adama for FY'21;
[3] Represents non-risk adjusted estimated peak sales for the combined breeding, biotech, crop protection and environmental science pipelines, as well as new business models and new value areas. Note that products are excluded from the pipeline PSP typically the year following launch; SBE = Strategic Business Entity; PSP = Peak sales potential; [4] "Other" category includes seeds and traits, such as cotton, canola, wheat, OSR, rice, vegetable seeds and sugarbeets, plus carbon and digital Models

Unmatched Breadth and Depth of Five Core R&D Platforms Key to Innovation

Convergence of Leading R&D Platforms to Unlock Next Layer of Value Creation in Agriculture

SEEDS & TRAITS

Breeding

- **Leading germplasm libraries** paired with advanced breeding and data science technology application

>3,500 unique **field-testing locations**

>500 deployments in 2022:

>250 in corn

~150 in soybeans

>90 in vegetables

>10 in cotton

Biotech

- Leading protein optimization technology with extensive protein libraries
- First-ever biotech trait for piercing and sucking insect control

>65 traits approved in more than 25 years – reaching ~300m acres annually

~3bn datapoints generated by Precision Genomics team to deliver biotech traits and accelerate genetic gain

12 next-gen. traits in development

CROP PROTECTION

Chemistry

- **Strong discovery platform** for molecules with new modes-of-action and differentiated profiles

100% novel Mode of Action in early discovery

30-60 molecules selected for field trials per year

Expect **~90-100** new formulations to launch in the next decade

Launched **15** new actives in past 15 years

Biologicals

- **Open Innovation Model** to deliver innovative and sustainable solutions to growers

>40 assets under evaluation for new collaborations or in-licensing

>1,300 trials in 46 countries in 2022

2 Multi-year strategic partnerships with Ginkgo Bioworks and Kimitec

>60m acres in row crops, plus additional high value horticulture and vegetables acres

DIGITAL FARMING

Data Science

- **#1 database** of grower and field trial seed performance data in the industry

>115bn data points of product performance under real-world farmer management practices

>220m subscribed acres across 23 countries

Scale and Leading Technology Drives New Seed Development

CROPSCIENCE

04 World-Class Innovation

Enhancing the Breeding Process with Scalable Analytics, Automation and Improvements in Testing

Germplasm Product Development Process (8 - 10 years)

Discovery

Population Selection

Population simulation and selection for desired agronomic characteristics and attributes

Competitive Advantage

Industry-leading global germplasm libraries across crops and markets

Decades for field and genomic data combined with industries leading data science platform

Phase One

Early Development

Advanced genomic selection, first year of field testing, and early demonstration of Product Concept In-Crop

Competitive Advantage

Ability to rapidly sample and genetically evaluate millions of seeds

Advanced Product Design facilities that enable multiple cycles of planting per year

Phase Two

Intermediate Development

Large-Scale Field Testing, Trait Integration, disease screening advanced selection analytics, early COGS assessment

Competitive Advantage

Industry leading Trait Integration programs stack traits into elite germplasm

Largest global field-testing footprint diversifies geographic data insights

Phase Three

Advanced Development

Traited Testing, Early Tailored Solutions data generation, and preparation of digital data package for Climate models

Competitive Advantage

Fully automated seed distribution centers prescriptively sample diverse growing environment

Traited Testing evaluates products as they would be experienced by the growers

Phase Four

Pre-Launch

Broad product testing by R&D and Marget Development, Seed Bulk-Up, System Testing and Pre-Marketing

Competitive Advantage

Most advanced and distributed network of field testing in the industry

Evaluation of agronomic systems for product deployment & customer recommendations

Annual Germplasm Upgrade Drives Sales Growth and Attracts Partners

CROPSCIENCE

04 World-Class Innovation

High-Performing Seeds in Corn, Soybeans, Cotton and Vegetables Generating ~€10bn in Annual S&T Sales

CORN

- Deployed **>250** new hybrids globally in 2022; offer **>1,500** hybrids globally[1]
- **>7 bu/acre U.S. yield advantage** with leading hybrids in like-for-like trait package hybrid comparisons[2]

SOYBEANS

- Deployed **~150** new varieties in 2022; offer **>850** varieties in North America
- For the past four years when using the **Roundup Ready XtendCrop Technology**, farmers see a **2.9 bu/acre advantage[3]** vs. Enlist™ Weed Control System in herbicide system trials

COTTON

- Deployed **>10** varieties in 2022; offer **>30 Deltapine** varieties in the U.S.
- U.S. lint/acre yield advantage with leading varieties; 2022 was **~70 lbs./ac** advantage for Deltapine vs. top-planted competitor varieties

VEGETABLES

Seminis® Orange Candy® SVMA6558

- Deployed **>90** varieties in 2022; sell over **1,950** vegetable hybrids and varieties in **22** crops across **110** countries
- Innovative varieties of fruits and vegetables can **help develop more sustainable and regenerative food systems** and increase access to essential nutrients

[1] Includes licensed and branded hybrids, >1,500 hybrids globally as of 2021; [2] Annual yield advantage calculated each year by comparing 3 leading DEKALB products within each state having a minimum of 100 comparisons to national competitor products containing similar crop protection traits as of 2022. All comparisons are head-to-head using +- 2RMs and weighted average calculated using 15% moisture; [3] Soybean Crop Trials (184 locations with 20 in 2019 (Roundup Ready® 2 Xtend), 57 in 2020 (Roundup Ready® 2 Xtend), 67 in 2021 (XtendFlex® Soybeans) and 40 in 2022 (XtendFlex® Soybeans) reporting data located with 22-IA, 24-IL, 23-IN, 11-KS, 1-KY, 7-MI, 30-MN, 10-MO, 1-MS, 5-ND, 17-NE, 15-OH, 1-OK, 11-SD, 4-PA and 2-WI,). Significant at P ≤ 0.10 LSD at 0.6 Bu/A as of 12/13/2022. Roundup Ready® Xtend Crop data = XtendFlex® soybeans with a farmer-selected (or in case of Bayer Trials, Bayer-selected) weed control program that may include dicamba, glyphosate, glufosinate and various residual herbicides. Enlist™ Weed Control System data = Enlist E3® soybeans with a farmer-selected (or in case of Bayer Trials, Bayer-selected) weed control program that may include glyphosate, Enlist One® herbicide, Liberty® 280 SL herbicide and various residual herbicides.

CROPSCIENCE

04 World-Class Innovation

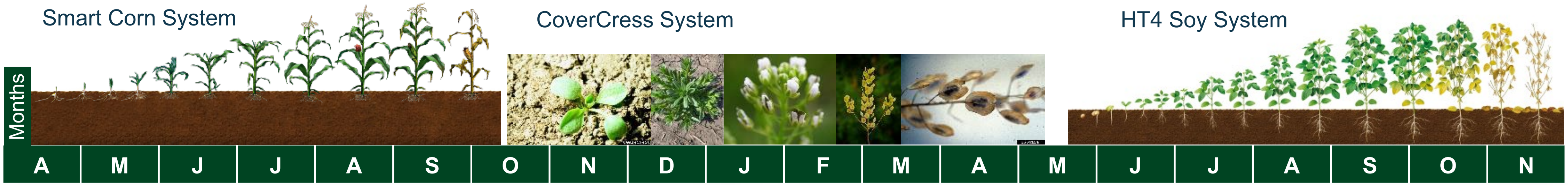
New Cash Cover Crop for Low-Carbon Renewable Feedstock in Growing Biodiesel Market

Bayer Acquires Majority Share (65%) in CoverCress Inc. (CCI)

Example: CoverCress seed fit in Bayer rotational corn/soy crop system

CoverCress

Unique Rotational Contract Offer & Agronomic System
Lowers Carbon with Higher Oil for Renewable Diesel and Creates Carbon Value for Farmer – 3 Crops in 2 Seasons



CoverCress

- Low input rotational cash crop with ecosystem benefits of a cover crop and attractive economics of an oilseed crop
- Carbon sequestration and ecosystem services potential
- Developed through gene editing and advanced breeding tools; improved the oil profile, protein content and yield of field pennycress
- Niche market in U.S. Midwest initially; within draw area in proximity to crushing and refining facilities
- Expect to launch crush-ready CoverCress product mid-2020’s

The Need

- Majority of aviation and industrial transportation sector emissions reductions to come from sustainable low carbon intensity biofuels, due to lack of electrification options
- Expect demand for 6bn gallons of Renewable Diesel/Sustainable Aviation Fuel by 2030

The Business Model

- Closed Loop Production Contract: Farmers paid a premium to contract produce CoverCress; Bunge delivers premium valued oil to Chevron to convert to Renewable Diesel/Sustainable Aviation Fuel
- CoverCress receives payment from crusher (e.g. Bunge) for the crop delivered; owners share profits: Bayer 65%; Chevron and Bunge 35%

Scale and Expertise in Biotech Crop Development Leads the Industry

CROPSCIENCE

04 World-Class Innovation

Biotech Trait Development Process (12-15 years)

Phase 0

Gene/Trait Identification

Genomics and High-Throughput Protein Screening to Identify Desired Characteristics

Competitive Advantage

Industry-leading genomics capabilities and germplasm libraries

Best-in-class screening capabilities

Phase 1

Proof of Concept

Gene Optimization and State-of-the-Art Genome Editing Capabilities Drive Product Concept Demonstrations In-Crop

Competitive Advantage

Best-in-class genome editing and gene expression toolkits drive precision in gene to phenotype optimization

High throughput protein optimization leveraging machine learning to design unique modes of action for pest control

Phase 2

Early Development

Large-Scale Transformation, Commercial Candidate Selection, Pre- Regulatory Data Generation

Competitive Advantage

Ability to rapidly test many gene combinations to evaluate stacks

Knowledge of optimal genome locations

Largest global field-testing footprint diversifies geographic data insights

Phase 3

Advanced Development

Trait Integration, Regulatory Data Generation

Competitive Advantage

New traits are introgressed into the most elite germplasm, and stacked with the industry's leading traits

Phase 4

Pre-Launch

Regulatory Submissions & Approvals, Seed Bulk-Up, System Testing and Pre-Marketing

Competitive Advantage

Unrivaled global regulatory experience

Identification of optimal agronomic systems (trait, germplasm, chemistry) for product deployment & customer recommendations

Short-Stature Corn Offers Transformational Shift in Production via Smart Corn System

Phase 4 Breeding Approach in U.S. Ground Breaker Pilot in 2023; Biotech Approach in Phase 3

Key Features and Benefits of Short-Stature Corn

Reduced Crop Loss

- Production stability with improved standability in high winds and challenging weather conditions
- Annual yield losses due to stalk lodging in the U.S. range from 5% to 25%[1]

Iowa 2020 Trials Following Derecho Windstorm

Precision of Crop Application

- Improved in-season crop access due to reduced height
- Supports tailored solutions with precise in-season crop protection

Spray Rig in Short-Stature Corn Plot
Jerseyville, IL August 2019

Increased Environmental Sustainability

- Potential to optimize use of key nutrients like nitrogen, as well as reducing land and water requirements
- Shows promise in unlocking yield potential through increased opportunity to optimize crop inputs, planting densities, and field placement

Poseyville, Indiana July 2021
Nitrogen Y-Drops for Precise In-Season Application

Anticipated Fit on >220m Acres and Incremental Peak Sales Potential of >€1bn for NA

[1] Purdue University (http://www.extension.purdue.edu/ay/ay-262.html)

Next Generations of Soybean Herbicide Tolerance Traits to Provide Industry Leading Flexibility

Address Farmers' Needs, Herbicide Resistance Challenges

5 Herbicide Tolerances

HT4 Fourth-Gen **Phase 3**

Expected 2027 launch

// Glyphosate // Glufosinate // Dicamba
// HPPD (Mesotrione) // 2,4-D

Control	HT4 Soybeans

July 14th, 2021 | Jerseyville, Illinois

Anticipated Fit on >180m Acres and Incremental Peak Sales Potential of >€500m

6 Herbicide Tolerances

HT5 Fifth-Gen **Advanced to Phase 3**

// Glyphosate // Glufosinate // Dicamba
// HPPD (Mesotrione) // 2,4-D // PPO

Control	HT5 Soybeans

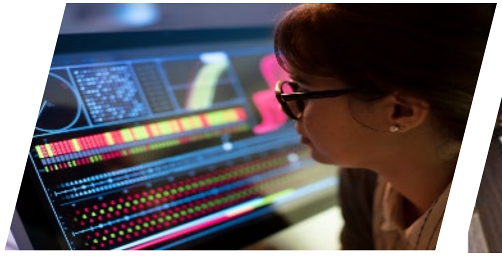
July 14th, 2021 | Jerseyville, Illinois

Always read and follow label instructions. Products not registered in all jurisdictions.

Industry-Leading Expertise in Chemical Crop Protection R&D

Designing Low Impact Chemicals to Safely & Sustainably Address Needs of Farmers and Society

Chemical Crop Protection R&D timeline (10-14 years)



Phase 0

Molecular Target & Hit Identification

AI-supported molecular target & hit identification toward selection of potent and safe molecules

Competitive Advantage

Powerful target-based discovery platform

Unique early safety assessment with *in vitro* tests and *in silico* prediction tools & models

Focus on novel Mode of Action & novel chemical spaces

Phase 1

Proof of Concept

Profiling of best candidates addressing market needs; Field trials; chemical & formulation optimization; mammalian & environmental toxicology assessment

Competitive Advantage

AI-supported design of molecules to create desired properties

World-class biology testing

Combined regulatory and chemical expertise allow early decisions to maximize probability of success

Phase 2

Early Development

Commercial candidate selection and product concepts; process development; pre-regulatory data generation

Competitive Advantage

Largest global field-testing footprint diversifies geographic data insights

Industry-leading formulation expertise with locations in Europe, NA, APAC

CoGs leadership ensured by cutting edge science and AI-supported synthesis and route design

Phase 3

Advanced Development

Commercial proof of concept, regulatory data generation

Competitive Advantage

Largest portfolio of assets and digital capabilities to define digitally enabled tailored solutions (CP, Breeding, Plant Biotech, Data Science)

Scientific and agronomic knowledge to design best resistance-breaking products

Phase 4

Pre-Launch

Regulatory Submissions & Approvals, Production, Application Optimization, Pre-Marketing

Competitive Advantage

Unrivaled global regulatory experience advising

Evaluation of agronomic systems for product deployment & customer recommendations

First New Herbicide Mode of Action in Post Emergence Weed Control in 30 years

New Herbicide Molecule > Project is currently in Phase 3

Potential to build on **#1 position** in global herbicides[1]

Allows use in **various market segments,** beyond traditional nonselective use

Herbicide **tolerance trait** to be paired with this **molecule currently** in discovery

[1] internal estimates

Industry-Leading Technology for the Next Generation of Biologicals

4-6 Year Product Development Timeline

Partner of Choice to Bring the Next Generation of Biologicals to Growers

Discovery

Access to a variety of diverse technologies through our Open Innovation Network

Competitive Advantage

Strategic research partners with in-depth understanding of innovative modes of action resulting in novel products

Research Optimization

Accelerate competencies in fermentation and formulation optimization of microbial products for agriculture

Competitive Advantage

Market leading end use products with ease of handling for customer and good shelf life for distribution

Field Development

Worldwide network of field-testing capabilities for early screening and development of application programs

Competitive Advantage

Understanding of geographic product range with precise guidance on practical use

Grower Support

Dedicated resources to understand compatibility, rainfastness and stability of biologicals in jug and on seed

Competitive Advantage

Exceptional customer support with market leading biological products

Industry leading portfolio

Sustaining today's leading lineup and pioneering next generation of biologicals

Competitive Advantage

Ability to address untapped markets and work within challenging regulatory constraints worldwide

Expanding a World Class Biological Platform with Open-Innovation Strategy

Open Innovation Ecosystem

Robust asset evaluation for **in-licensing or distribution** of commercial or late stage products

January 2023

Commercialized

- M2i: partner to supply fruit and vegetable growers around the world with **pheromone-based crop protection products**
- Alpha bio control: **commercialized Flipper**
- Scouting to meet **short to mid-term** portfolio needs

Extensive pipeline advancement through development of internal assets and co-development with selected partners

SeedGrowth Corn Yield Phase 3

SeedGrowth Bird Repellent Phase 3

- Evaluating opportunities for **mid-term portfolio differentiation**
- **Actively advancing** products in our pipeline
- Establishing **preferred partners for co-development** and commercialization

Multi-year strategic research partnerships with technology leaders to develop proprietary portfolio of next generation biologicals

October 2022

February 2023

- Ginkgo: 3-year collaboration on **nitrogen optimization, carbon sequestration, and next generation crop protection**
- Kimitec: strategic partnership to accelerate the development and commercialization of **biological crop protection solutions and biostimulants**

leaps Breakthrough Technology Investments Expand R&D Reach

CROPSCIENCE

04 World-Class Innovation

NuCicer added to Portfolio in 2022; 20 Distinct Investments in Sustainable Productivity and Improved Nutrition

Leap 03/ **Reduce** environmental impact of agriculture

Oerthbio
Sound Agriculture
RANTIZO WE DELIVER SOLUTIONS
GUARDIAN AGRICULTURE
EARTH OPTICS
PIVOT BIO
NewLeaf symbiotics
AGBIOME
andes

Leap 07 / **Provide** next-generation healthy crops

pairwise
UNFOLD
ukko

Leap 08/ **Develop** sustainable protein supply

NuCicer*
FORK& GOODE
AMFORA

Leap 09/ **Prevent** crop and food loss

APOLLO AGRICULTURE
FARMLEAD
RESSON
grãodireto
UNDERSTORY

Companies shown by primary Leap but may have potential in further Leaps. * New investment in 2022.
For additional information on these and other Leaps by Bayer investments, please visit: https://leaps.bayer.com/

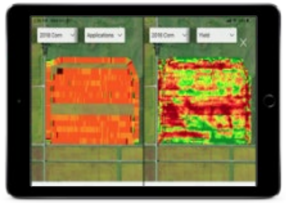
Climate FieldView Digital Tools Reach >220m Subscribed Acres

Climate Fieldview

- **>220m** subscribed acres
- **#1** brand in digital ag[1]
- Operates in **23** countries
- **Largest database** of grower and field trial seed performance data in industry
- **>80** partners on platform

In-cab Visualization

Performance Visualization



Performance Evaluation

Field Health Images

Prescription Delivery

[1]According to Kynetec December 2021 FieldView Brand Tracker

[1]According to Kynetec December 2021 FieldView Brand Tracker

Digital Farming Solutions Underpin and Enhance Our Ability to Bring Transformational Solutions

Our Vision for Digital Agriculture

- Increase **yield** and improve **profitability**
- Glean insights from data to help **manage risk** and address **variability**
- Manage fields down to the square meter, to farm more efficiently and sustainably
- Seamlessly collect, visualize and analyze data to enable **more informed decisions**

Three Core Value Drivers

Franchise Value

Downstream Value

Platform Value

Advancing Climate Smart Practices to Transform Value Chains and Achieve Sustainability Targets

ForGround
by Bayer

Digital platform that goes beyond carbon offsets and helps farmers transition to sustainable practices and connect with businesses looking to advance their sustainability and carbon goals

Growers have access to tools, resources, discounts and financial benefits *(through Bayer Carbon Program)*

&

Companies have access to carbon assets and services powered by FIELDVIEW platform to support their sustainability goals

Builds *on Success with our Existing* ***Bayer Carbon Program***

~2,600 *participating farmers*
10 *countries covered*
~1.5m *acres globally*

- Long-term program to provide **annual incentives** to FIELDVIEW enrolled growers for verified and validated **climate-smart practices** like no-till and cover cropping
- Enables 3 Expected Downstream Revenue Opportunities in >$200bn/year market[1]

Carbon Services / **Product sales** / **Carbon assets**

first removals in NA and EMEA in 2023

Creates *new opportunities for growers and businesses alike*

PERDUE AgriBusiness

- First food value chain B2B collaboration on ForGround platform spanning across Perdue's entire grain network
- Perdue grain farmers may be compensated for adopting regenerative practices, allowing Perdue to decarbonize their supply chain

Nori

- Scale Nori's carbon removal marketplace by adding Bayer-owned removals
- Pave the way for price discovery on the open market
- Provide potential upside for farmers in revenue sharing agreement

[1] Source: https://www.reuters.com/article/us-carbontrading-turnover/global-carbon-trading-turnover-at-record-214-billion-last-year-research-idUSKBN1ZN1RN

CROPSCIENCE

05 Digital Transformation

Enabling New Digital Platforms in Ag; Two Examples

Opens Access to Participate in Broader B2B AgTech Value Pools; Expanding into Digital Marketplaces

Orbia

- JV between Bayer, Bravium, Yara and Itau; Bayer with ~60% stake
- Connects growers, input providers and grain traders to a network to expand their reach, secure financing, redeem rewards **from Bayer's Impulso loyalty program**, purchase and sell inputs

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- Established in 2019 in **Brazil,** later expanded to Argentina, Colombia and Mexico
- **~300 distributors** with inputs such as pesticides, seeds and fertilizers
- **>270,000** registered growers across LATAM
- Covers **~75% of planted area**

Bayer / Microsoft Collaboration

- Combines **Bayer's ag expertise** and leading digital farming platform with **Microsoft's cloud technology** and unrivaled B2B solutions, to enhance digital infrastructure
- **Cloud-based set of digital tools** and data science solutions for agriculture and adjacent industries
- Seeking to create and commercialize **off-the-shelf opportunities** for other companies **to enter and innovate directly in ag** and other industries.
- **Solutions** to address farming operations, **sustainable sourcing, manufacturing and supply chain improvement**, and **ESG monitoring** and measurement

The Next Frontier: Evolution to Digitally Enhanced System Solutions

Illustration: NA Smart Corn System Featuring Short Stature Corn

Win by being more grower centric

Discrete Solutions

SEEDS & TRAITS	CROP PROTECTION	DIGITAL
DEKALB	LAUDIS	FIELDVIEW
SmartStax RIB COMPLETE	TriVolt	Performance Transparency Yield Analysis
	DELARO Complete	
	Roundup	
	ACCELERON	

Tailored Solutions

SEEDS & TRAITS + OR CROP PROTECTION + OR DIGITAL

SEEDS & TRAITS	CROP PROTECTION	DIGITAL
DEKALB	LAUDIS	FIELDVIEW
SmartStax PRO RNAi TECHNOLOGY	TriVolt	Field Level *Hybrid Seed Placement & Density*
Short-Stature Corn Hybrids	DELARO Complete	Field and Zone Level *Crop Protection Recommendations*
	Roundup	

Crop System Solutions

SEEDS & TRAITS + CROP PROTECTION + DIGITAL

SEEDS & TRAITS	CROP PROTECTION	DIGITAL
DEKALB	LAUDIS	FIELDVIEW
SmartStax PRO RNAi TECHNOLOGY	TriVolt	Field Level *Hybrid Seed Placement & Density*
Short-Stature Corn Hybrids[1]	DELARO Complete	Field and Zone Level *Crop Protection Recommendations*
	Roundup	Field Level *Fertility Prescriptions*
VT4PRO RNAi TECHNOLOGY[2]	ACCELERON	*Targeted Application Recommendations*
Cover crops	Biological Solutions	CO_2 Carbon Program

Increased Value from Digital Enhancements to Grow Share of Farm Inputs to Outcomes

2022 → 2030

[1] Biotech approach in collaboration with BASF; [2] VT4PRO™ with RNAi Technology corn products are expected to be commercially available for the 2024 growing season
Illustration: NA Smart Corn System Featuring Short Stature Corn

Innovative, Sustainable Solutions to Address Global Challenges

Global Challenges	Our Goals	Our Priorities	Our Solutions
Growing Population Increasing Protein Demand	30% Reduction in Crop Protection impact on the environment	Producing & Protecting Higher-Yielding Seeds	• High-yielding, disease-resistant seeds • Next-generation biotech traits and crop protection to protect yield DEKALB, Bollgard 3 ThryvOn, Plataforma Intacta 2 Xtend
Water Quality Soil Health		Using Fewer Natural Resources	• Novel small molecules and biological solutions with reduced environmental impact • Short stature corn provides the opportunity to unlock additional yield potential by optimizing crop inputs FLiPPER, Serenade, Xivana
Climate Change Sustainable Energy Sources	30% Reduction in Field Greenhouse gas emitted per kg of crops produced	Advancing a Carbon Smart Future for Ag	• Digital tools for carbon sequestration measurement, precise input application • Next-generation herbicide-tolerant traits to support no-till/ conservation tillage systems CO_2 Carbon Program, CoverCress, XtendFlex Soybeans

Solutions must serve growers large and small › Empowering 100m smallholders by 2030

APPENDIX

Science for a Better Life

Shaping the Future of Agriculture

01

Investment Case
February 2023 /
Bayer AG

Crop Science: Seed & Traits and Digital R&D Pipeline
(Annual Update Feb 2023)

€21bn PSP

	Phase I	Phase II	Phase III	Phase IV	PSP
CORN SEED & TRAIT	Corn Disease Shield - NA 2nd Generation Seed Density Digital Tool - NA Annual Germplasm Upgrades	5th Generation Lepidoptera Protection 5th Generation Herbicide Tolerance w/ (RHS2) **Digital Disease Mgmt. – NA** **Seed Placement Digital Tool - NA** Annual Germplasm Upgrades	Short Stature Corn – Biotech Trait[3] 4th Generation Coleoptera Protection Annual Germplasm Upgrades	Short Stature Corn – Breeding Approach 4th Generation Lepidoptera Protection **Seed Density Digital Tool – EMEA** **Seed Density Digital Tool – LATAM** Annual Germplasm Upgrades	~€11bn
SOYBEAN SEED & TRAIT	Digital Disease Mgmt. - NA Annual Germplasm Upgrades Soybean Native Resistance	Seed Placement Digital Tool – NA **4th Generation Insect Protection** Annual Germplasm Upgrades Soybean Native Resistance	3rd Generation Insect Protection 2nd Generation Soy Cyst Nematode resistance 4th Generation Herbicide Tolerance (HT4) *(5 Tolerances –Adds 2, 4-D and HPPD)* **5th Generation Herbicide Tolerance *(6 Tolerances – Adds PPO)*** Annual Germplasm Upgrades Soybean Native Resistance	Vistive Gold Xtend Annual Germplasm Upgrades Soybean Native Resistance	~€4bn
VEGETABLES and OTHER[4] Including Carbon Model	Canola/OSR Digital Disease Mgmt. - NA Wheat Annual Germplasm Upgrades Wheat Disease Package Upgrades Cotton Annual Germplasm Upgrades Canola/OSR Annual Germplasm Upgrades Veg- Annual Germplasm Upgrades Rice Annual Germplasm Upgrades	Wheat Digital Disease Mgmt. - EMEA Wheat Annual Germplasm Upgrades Wheat Disease Package Upgrades Cotton Annual Germplasm Upgrades Canola/OSR Annual Germplasm Upgrades Veg- Annual Germplasm Upgrades Rice Annual Germplasm Upgrades	Canola Dicamba Tolerance Sugarbeets 2nd Generation Herbicide Tolerance[2] Cotton 4th Generation Herbicide Tolerance (HT4) (5 tolerances – Adds 2, HPPD and PPO) Cotton 4th Generation Insect Protection Wheat Annual Germplasm Upgrades Wheat Disease Package Upgrades Cotton Annual Germplasm Upgrades Canola/OSR Annual Germplasm Upgrades Veg- Annual Germplasm Upgrades Rice Annual Germplasm Upgrades	Lygus and Thrips Control (ThryvOn Technology) - ***Stewarded Commercial Launch*** Wheat Annual Germplasm Upgrades Wheat Disease Package Upgrades Cotton Annual Germplasm Upgrades Canola/OSR Annual Germplasm Upgrades Veg- Annual Germplasm Upgrades Rice Annual Germplasm Upgrades	~€6bn

Breeding
Trait
Digital Model
advanced to next phase

Projects listed here and included in the peak sales potential by segment do not include projects funded by our LEAPS investments; includes all advancements made in FY'22, updated Feb'23
PSP = Peak Sales Potential, 50% incremental; Expected to reach 30% of PSP by 2032, 80% of PSP by 2037 and remainder in 2038+; **Note that products are excluded from the pipeline PSP typically the year following launch**
[2] In collaboration with KWS; [3] In collaboration with BASF; [4] "Other" category includes seeds and traits, such as cotton, canola, wheat, OSR, rice, vegetable seeds and sugarbeets, plus carbon and digital Models

Crop Science: Crop Protection R&D Pipeline

(Annual Update Feb 2023)

€9bn PSP

	Phase I	Phase II	Phase III	Phase IV	Life Cycle Management[1]	PSP
HERBICIDES	**New AI Development** New Herbicide ✓ New Herbicide ✓ ✓ New Herbicide ✓		New Herbicide ✓ ✓ ✓ **New Herbicide** ✓ New Herbicide[3] ✓		**Non-Selective** Glyphosate LCM ✓ **Selective** Merlin Flexx / Adengo LCM ✓ Balance Flexx LCM ✓ Convintro ✓ New over-the-top herbicide ✓ Mateno Complete ✓ Council Family ✓ Ronstar One ✓ Mesosulfuron LCM ✓	~€4bn
FUNGIC.	New Fungicide ✓	**New Fungicide** ✓	**New Fungicide[3]** ✓ ✓ ✓		Luna Flexx ✓ Super Nativo ✓ ✓ Delaro Forte ✓	~€3bn
INSECT.	**New Insecticide** ✓ ✓		Novel Mite Solution ✓ ✓ ✓ ✓	**Plenexos** ✓ ✓ ✓	Vayego Duo ✓ Velum LCM ✓ Rice Plant Hopper ✓	~€2bn
SEED GROWTH[2]			**New Seed Treatment** ✓ **New Seed Treatment** ✓		INS FUN ready mixture ✓ Redigo FS 25 ✓	

✓ Corn ✓ Soybeans ✓ Fruits and vegetables ✓ Cereals, oilseed rape, sugarbeets, cotton and rice Biological Small Molecule

[1] Shown here is a subset of Bayer's total life cycle management activities; focused on new formulation developments which have the potential to bring significant innovation to customers compared to currently marketed product; Products shown may not yet be fully registered in all jurisdictions; includes all advancements made in FY'22, updated Feb'23; [2] SeedGrowth is currently reported within other SBEs; [3] 3rd party collaboration

PSP = Peak Sales Potential, 50% incremental; Expected to reach 30% of PSP by 2032, 80% of PSP by 2037 and remainder in 2038+; **Note that products are excluded from the pipeline PSP typically the year following launch.**

advanced to next phase Selection of projects listed here and included in the peak sales potential by segment do not include projects in early research or discovery

Science for a Better Life

Pharmaceuticals: Driving Continued Long-term Growth

02

Investment Case
February 2023 /
Bayer AG

Pharmaceuticals: Driving Continued Long-Term Growth

01

Market & Position

02

Strategy

03

Growth Drivers

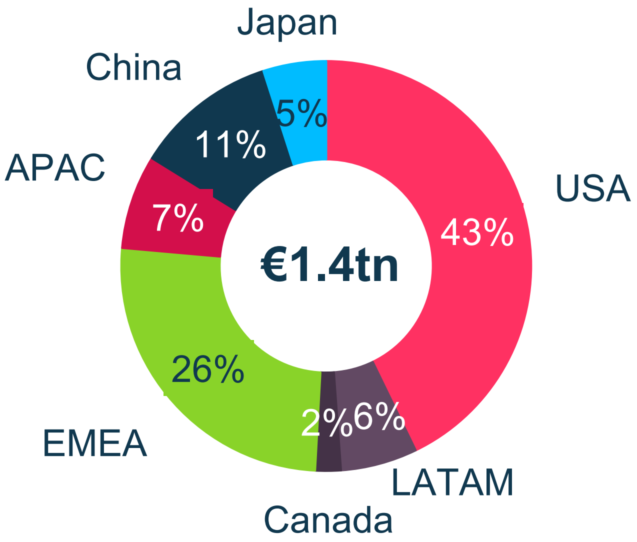
04

Innovation

Pharma Is An Attractive And Dynamic Market With Significant Opportunities Ahead

Global Pharmaceuticals Market

Market Size 2022e[1]



Market CAGR 2022-26e[1] ~5%

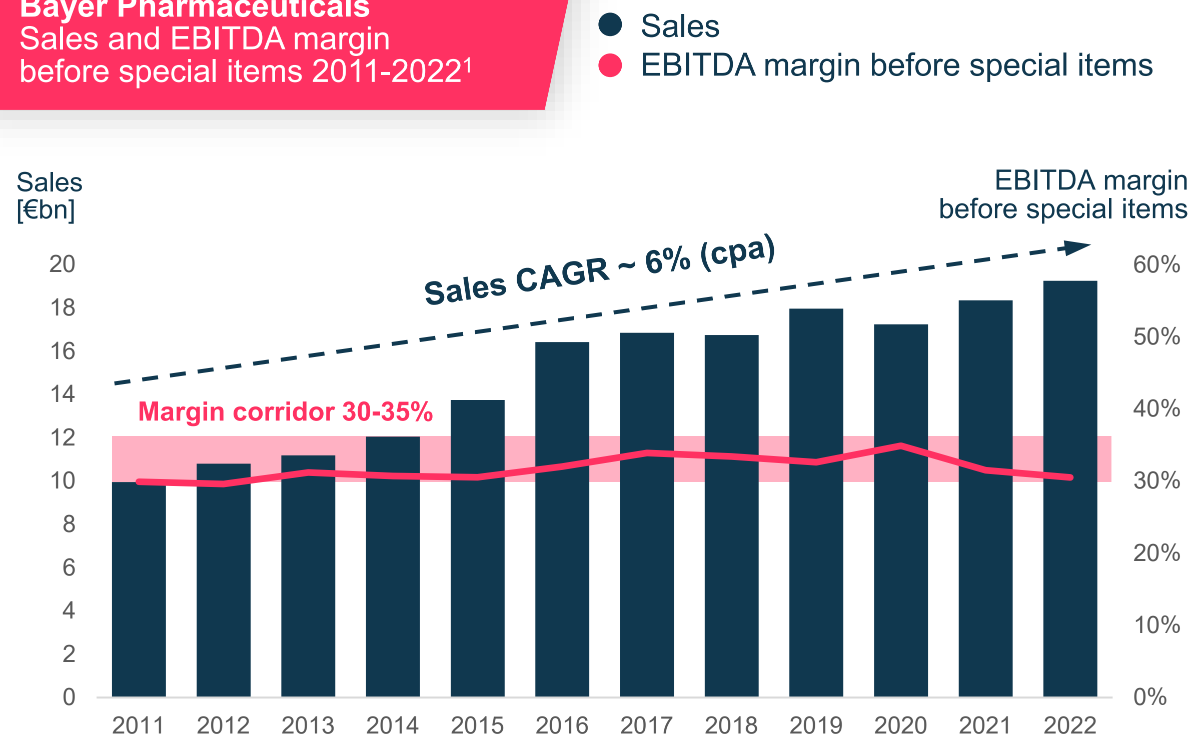
Trends and Challenges

- **Disruptive medicines** from breakthrough science
- Shift from **treatment to prevention** and potential cure
- **Loss of exclusivity**
- Pressure on **pricing**
- **Declining R&D** productivity
- **Increased pressure** for value and real-world evidence

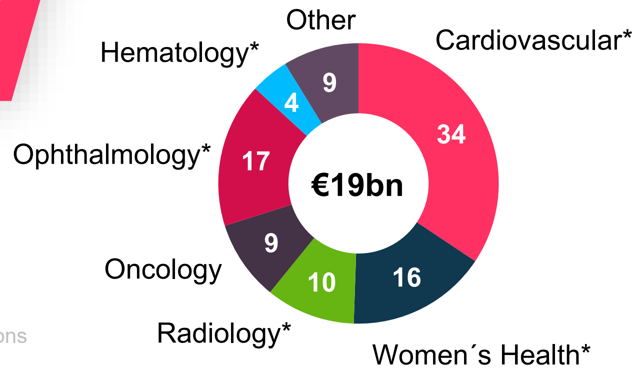
[1] Source: IQVIA Market Prognosis as of September 2022

Bayer Holds Strong Positions In Areas Of High Unmet Medical Needs, Generating Attractive Returns

Bayer Pharmaceuticals
Sales and EBITDA margin before special items 2011-2022[1]

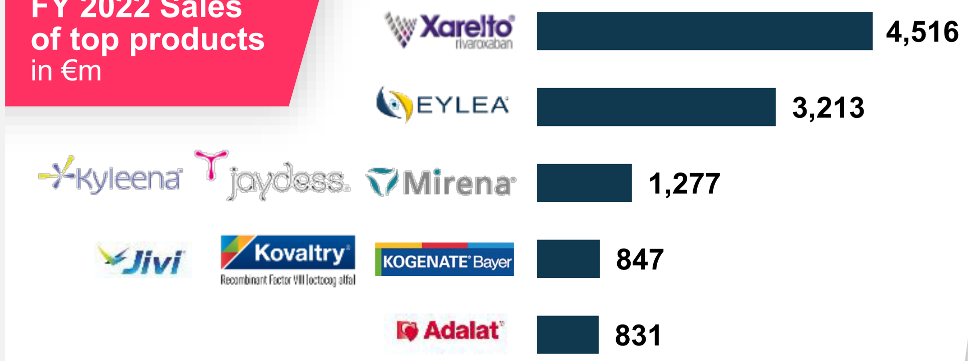


FY2022 Sales by therapeutic area
in %



* Market leading positions

FY 2022 Sales of top products
in €m

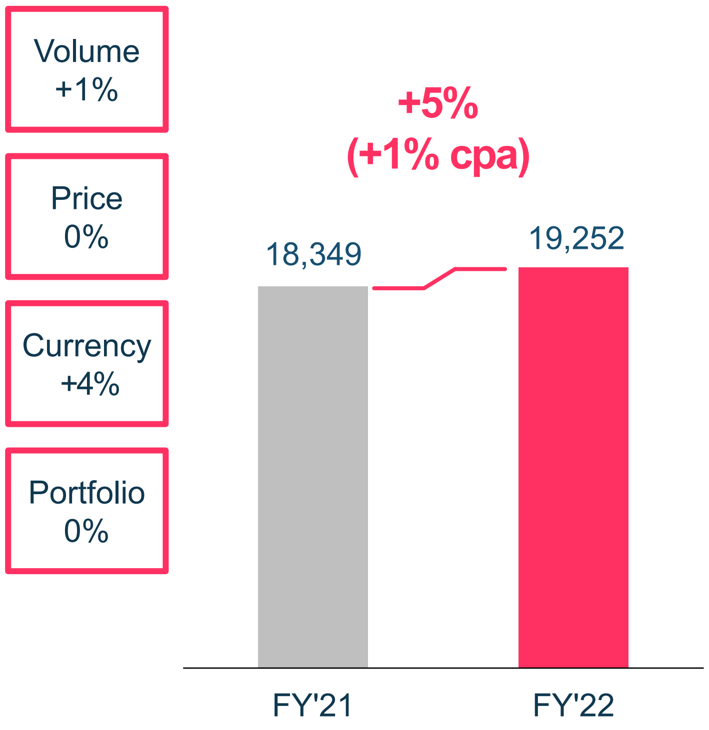


[1] As reported in the respective fiscal years

New Products Nubeqa and Kerendia Continue to Gain Momentum

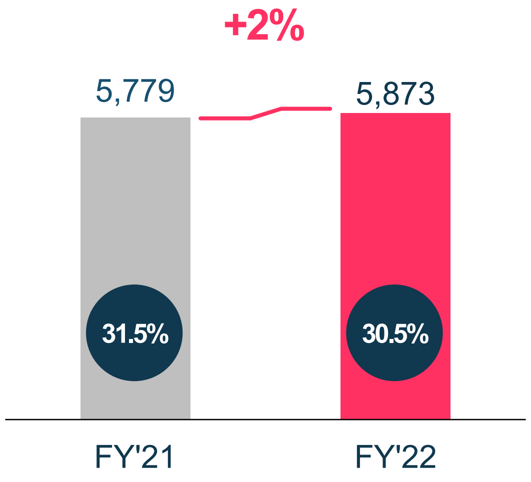
Sales

In million €, Δ% yoy



EBITDA

In million €, before special items



Key Messages

- Nubeqa (+97%) topline doubled to ~€470m, strong launch for Kerendia (>€100m)
- Eylea (+9%) with continued growth across regions
- Xarelto (-6%) impacted by VBP[1] China, pricing pressure in UK and loss of exclusivity in Brazil
- Prior year including non-recurring Adempas milestone of €190m
- Earnings impacted by cost inflation (~€600m)
- Margin in line with prior year and guidance excluding significant dilution from foreign exchange rates (-110 bps)

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

Sales growth rates in Key Messages cpa = currency and portfolio adjusted

[1]VBP: volume-based procurement

Our Strategy is Geared Towards Continued and Sustainable Long-term Growth

- **Capture the value** of the current portfolio and **manage LoE** for Xarelto & Eylea
- **Grow new potential blockbusters**
- **Build digital health solutions**
- Capitalize on **Cell & Gene therapy platform**
- **Build an at scale player** in oncology in our areas of focus
- **Evolve regional strategies in China and the US** to sustain future growth

Over the Last Three Years we Launched Four New Drugs and Strengthened Pipeline and Technologies

Main Building Blocks of Post LoE Growth

Late-stage Pipeline in CV & WH

- **Verquvo (vericiguat) tablets** [1]: **PSP ~ €0.5bn**, launched in 2021
- **Kerendia (finerenone)**: **PSP >€3bn**, launched in 2021
- **Asundexian**: **PSP >€5bn**, potential launch in 2026
- **Elinzanetant** (KaNDy NT-814): **PSP >€1bn**, potential launch in 2025

Oncology

- **NUBEQA (darolutamide)** [2]: **PSP >€3bn**, launched in 2019
- **VITRAKVI (larotrectinib)**: **PSP > €0.75bn**, launched in 2019
- **Pipeline**: eg. EGFRexon20 inhib., ATR inhib., TTCs

Cell & Gene Therapy Platform

C&GT platform **expected to deliver significant sales contributions** from ~2025 onwards

AskBio

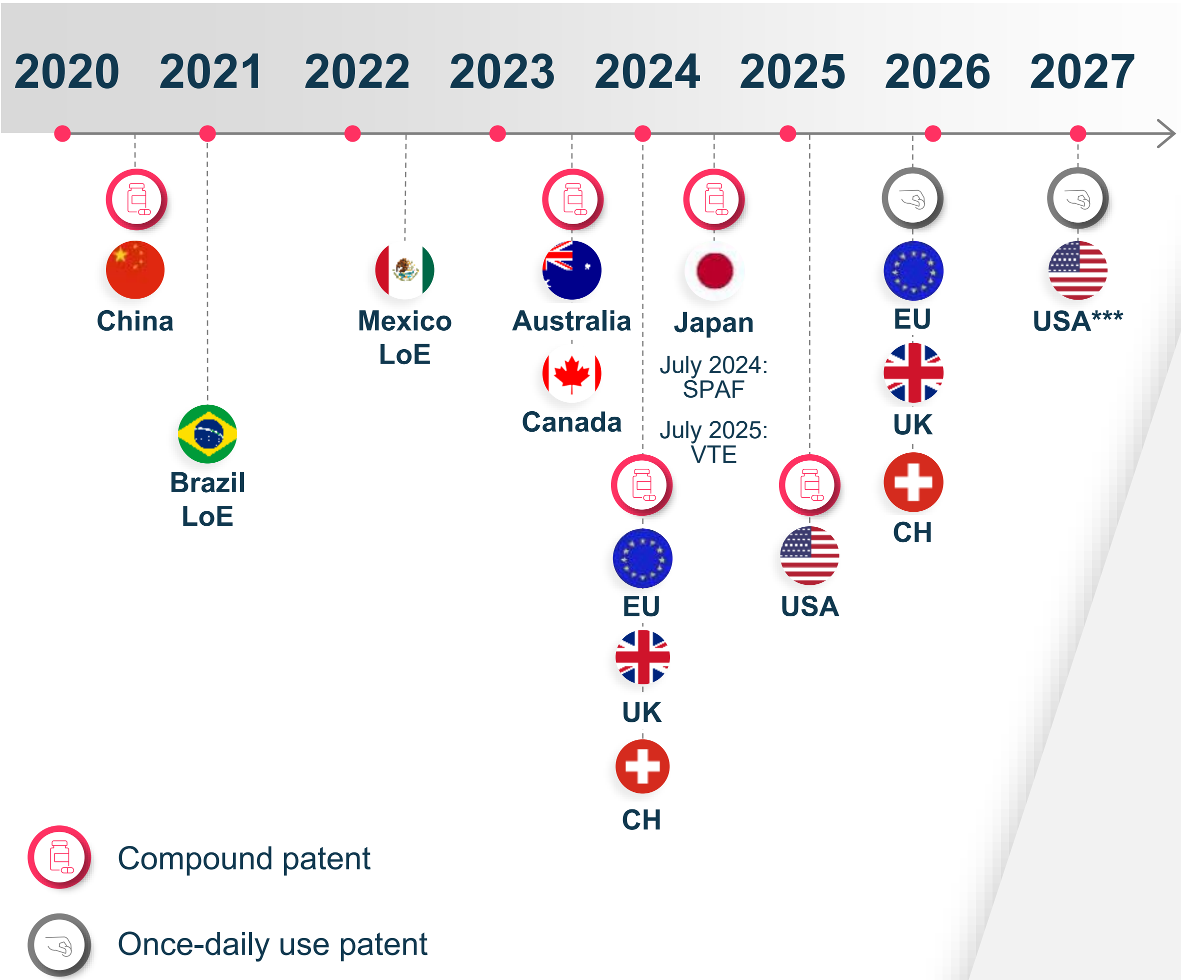
BlueRock Therapeutics

External Innovation and BD&L

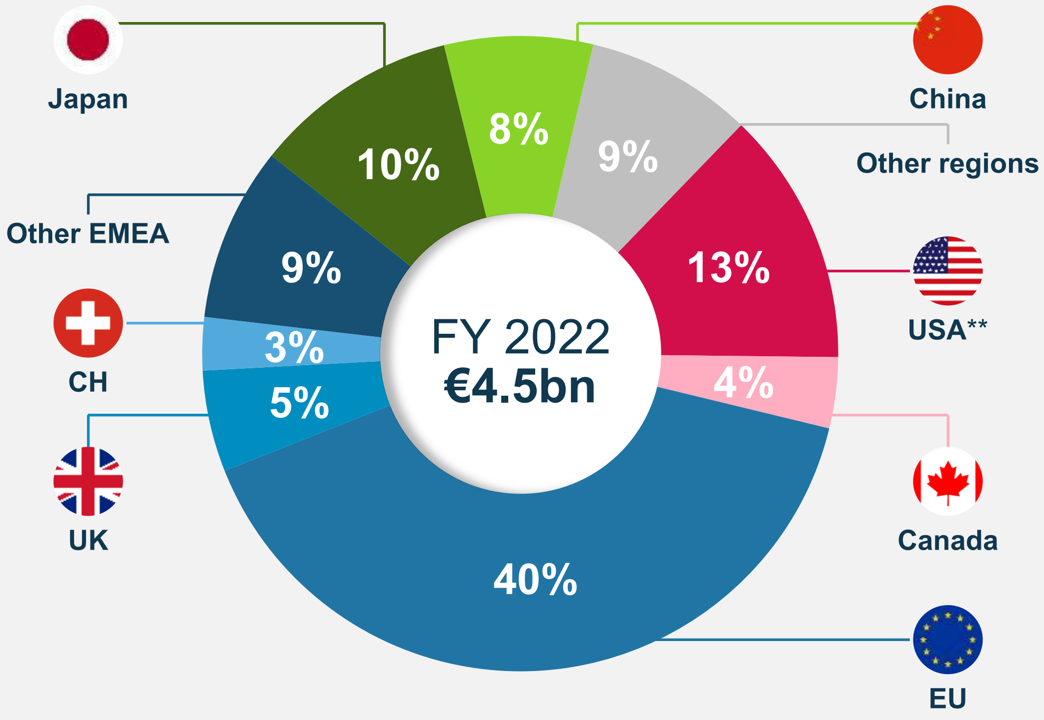
>40 BD&L transactions signed since 2020
Enhanced focus on external innovation to replenish pipeline

[1] In collaboration with Merck & Co. Inc., Kenilworth, NJ, USA [2] In collaboration with Orion Corporation
PSP = Peak Sales Potential

Xarelto's Main Patent Expirations* and Losses of Exclusivity (LoE)



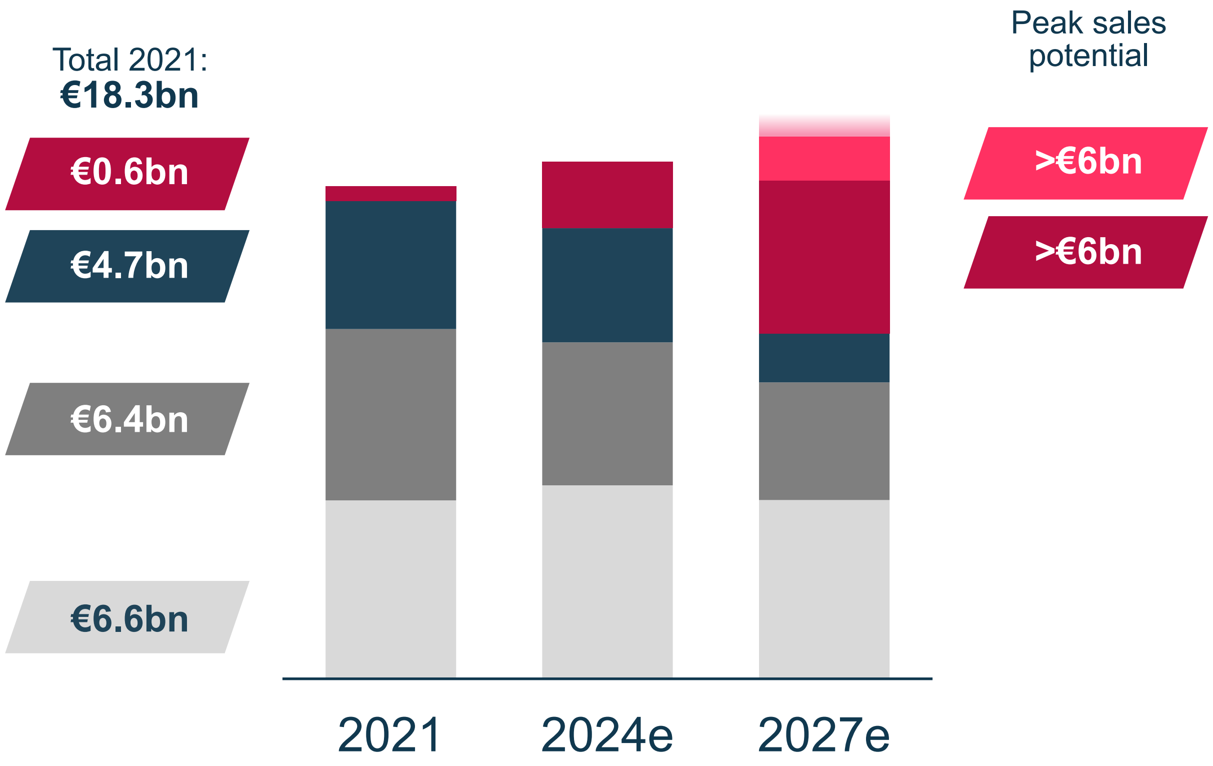
Xarelto sales by main markets in 2022



* Additional IP rights with later expiration dates exist in some countries; ** Bayer royalty income; *** Gx entry on once-daily patent

Launch Assets And Late-stage Pipeline Expected to More than Offset LoE and Drive Long-Term Growth

Projected Sales Bayer Pharmaceuticals (indicative)



Cell & Gene Therapies — Global rights

Phase 3 pipeline assets
Asundexian, Elinzanetant — Global rights

Launch assets
Nubeqa, Kerendia, Vitrakvi — Global rights

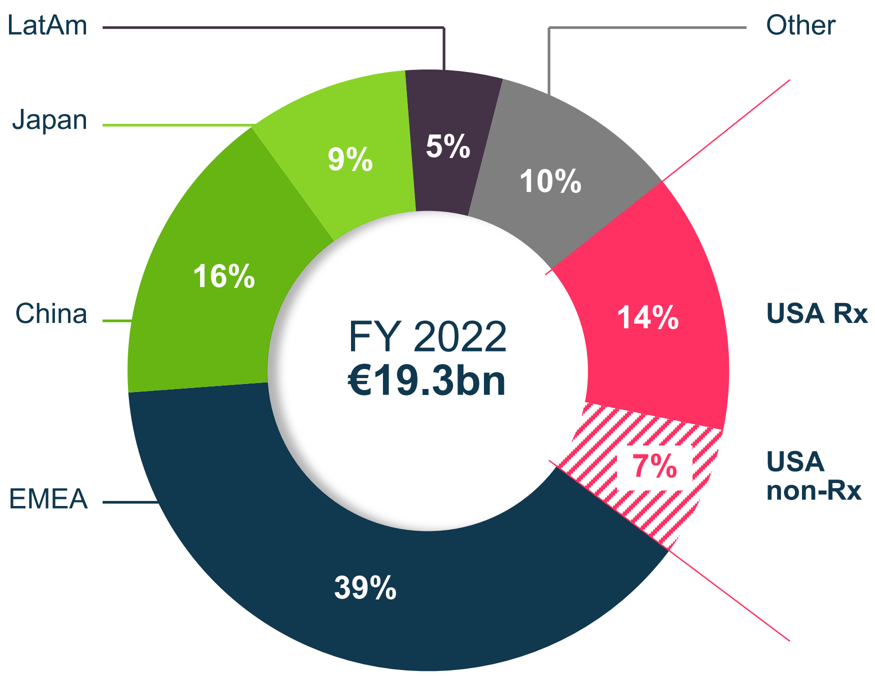
Xarelto

Other late lifecycle assets
e. g. Nexavar, Adalat, Hematology franchise

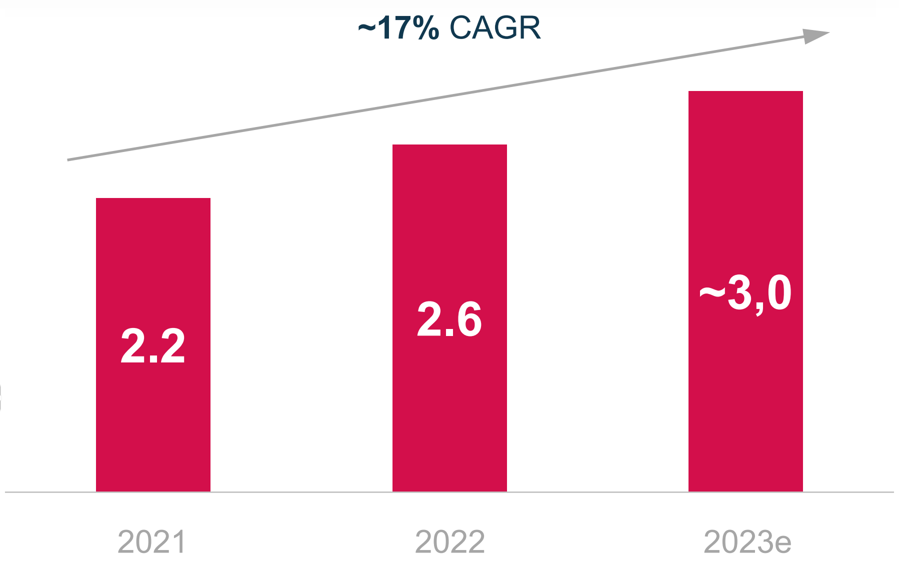
Stable / moderate growth
e. g. Radiology, Eylea & 8mg aflibercept, Women's Health

Nubeqa & Kerendia Driving Growth of our Innovative Medicines Business in the US

Bayer Pharmaceuticals Sales by Region



Sales of Rx Pharma US €bn



// Market share of **Nubeqa in the US expanded to >30%** in nmCRPC, being **#2 in nmCRPC already**

// **Re-entering cardio-renal with Kerendia & Verquvo:** significant investments made to build up an appropriate marketing and sales organization, headcount increased by **~50% in past 3 years**

Kerendia is a Game Changer for CKD and Type 2 Diabetes Patients

2020 – Kerendia finerenone

1990's – ARBs

1980's – ACEi

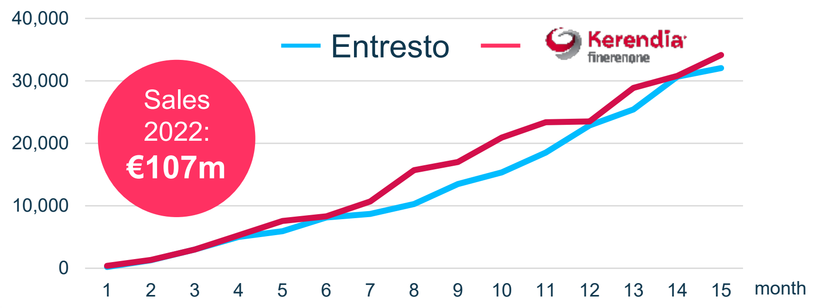
1960's – 1st Gen MRAs

[1] 13,171 patients early in DKD progression

Next milestone in renal disease treatment, continuing our RAAS-centric treatment history

- **Largest clinical program** with unparalleled data[1]
- **Novel MOA** intensifies RAAS inhibition (gold-standard for treatment)
- **Treatment continuity** for HCPs with trust in RAASi for CV and kidney outcomes
- **Characteristics of CKD/T2D**
  - 160m patients globally
  - Shortens life expectancy by 16y
  - #1 cause for dialysis/transplants

Successful launch trajectory – US TRx development



- Continued US market uptake
  - One of the strongest launch dynamics in CV despite initial COVID restrictions
  - Reimbursed access for majority of commercially insured and Medicare Part D patients
  - Recommended by ADA, AACE and KDIGO

Phase III trials in 2 additional indications (HFpEF, non-diabetic CKD) with results in 2024/26

AACE: American Association for Clinical Endocrinology; ADA: American Diabetes Association; KDIGO: Kidney Disease: Improving Global Outcomes

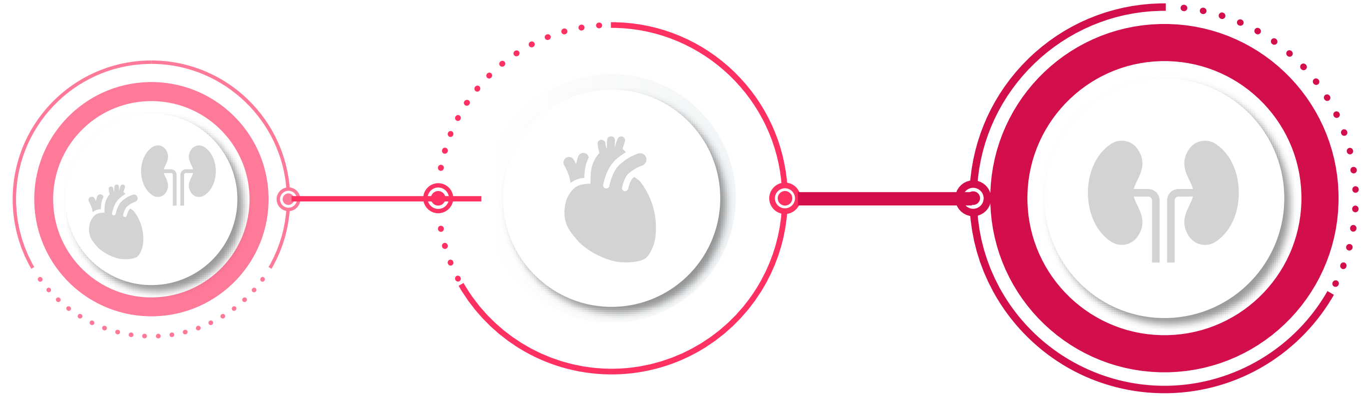
Kerendia Sets the Stage for a Long-Term Cardio-Renal Vision

Unmet Needs | Kidney Dedicated | CardioRenal Disease Modifier

Need for RAASi intensification

Need for earlier use in disease progression

Need for disease modification and outcomes



Establish Kerendia as the next gen RAASi for CKD/T2D

Heart failure (HFpEF)

Non-diabetic CKD

Peak sales potential
>€3bn

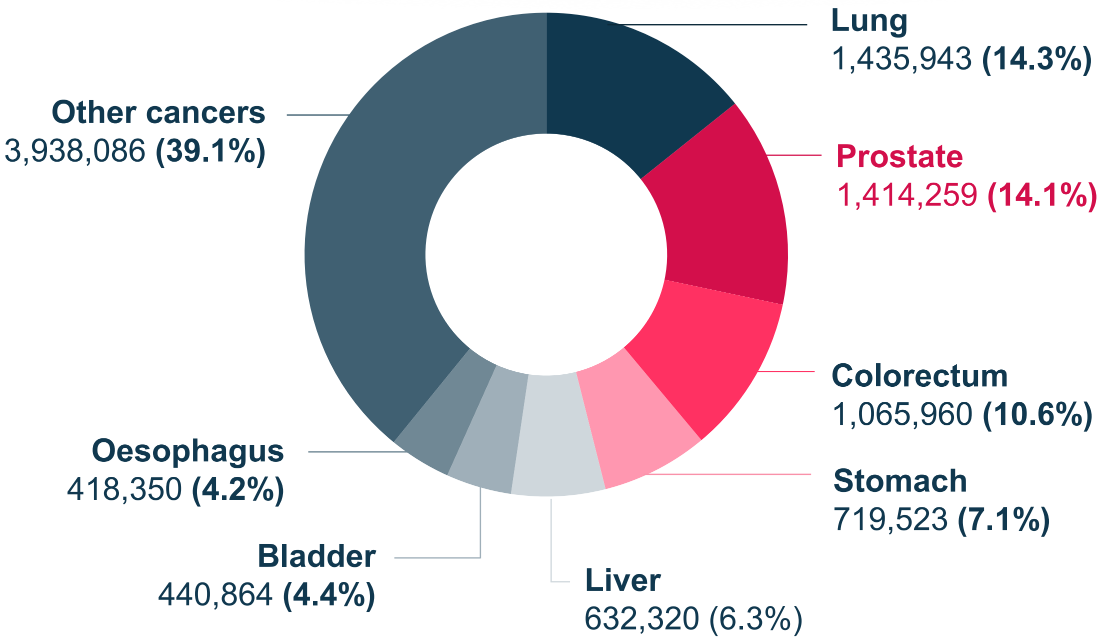
Phase III studies:

Phase III studies			
	FIDELIO-DKD, FIDELITY, FIGARO-DKD (2020/2021)	FINEARTS-HF (2024E)	FIND-CKD (2026E)

Dates indicate primary trial completion according to clinicaltrials.gov

Prostate Cancer is at #2 Of the Most Common Cancer Types in Men Worldwide

Estimated number of new cases
in 2020, worldwide, males, all ages



Characteristics of Prostate Cancer

Usual onset: age >50 years

Diagnostic method:
- PSA testing
- Tissue biopsy
- Medical imaging

Prognosis:
- Long-term survival in early-stage
- Significant higher morbidity in late-stage

Source: International Agency for Research on Cancer, https://gco.iarc.fr/today/online-analysis-table

We Are Committed to Make Nubeqa Available to a Broad Spectrum of Prostate Cancer Patients

Patient progression in prostate cancer

~10-15 years

	(Neo-)Adjuvant early-stage	*Nonmetastatic* mid-stage		*Metastatic* late-stage	
		BCR[4]	nmCRPC[3]	mHSPC[2]	mCRPC[1]
G7 Drug treated epidemiology estimates[5]:	*~145k*	*~85k*	*~46k*	*~75k*	*~145k*
Darolutamide (Nubeqa) Phase 3 study program:	*DaSL-HiCap* 2028	Planned to be started in H1 2023 2027	*ARAMIS* ☑ 2019	*ARANSENS* ☑ 2022; *ARANOTE* *(ARASEC)** 2025	

Xofigo

ARi's[6] moving into earlier segments

[1] Metastatic castration resistant prostate cancer [2] Metastatic hormone sensitive prostate cancer [3] Non-metastatic castration resistant prostate cancer [4] Biochemical relapse [5] G7: US, EU5, JP [6] Androgen receptor inhibitor
* Not label generating; supports ARANOTE submission

Nubeqa Has the Chance to Become a Foundational Prostate Cancer Treatment

Efficacy

// Highly efficacious ARi[1]

// Very consistent set of data from two Phase 3 studies

// First to show more than 30% risk reduction of death in nmCRPC and mHSPC

Safety

// Well tolerated safety profile

// Limited potential for drug-interactions

// Early data indicate limited blood-brain barrier penetration

Lifecycle Management

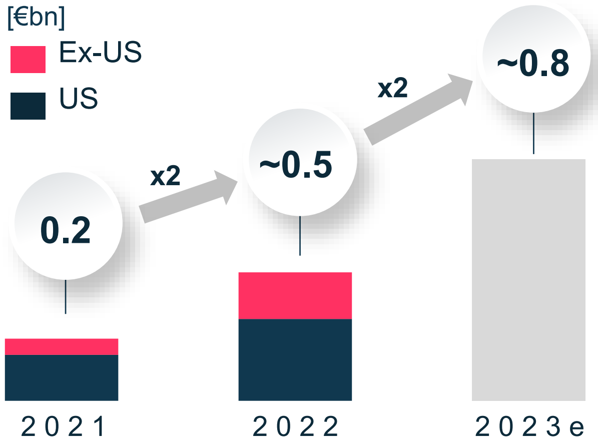
// Approved in nmCRPC in the US (2019), Europe + Japan (2020) and China (2021)

// Combination opportunities

// Approved in mHSPC in the US in 2022

// Become agent of choice in prostate cancer

Sales



2022

// Sales more than doubling

// Expanding US market share to >30% in nmCRPC

// US label extension in August 2022 to treat patients with mHSPC

Sales drivers 2023

// Continued market share gains in nmCRPC

// mHSPC approvals in EU, JP, CN and other major regions

// Potential to become foundational drug across prostate cancer indications

Peak sales potential
>€3bn

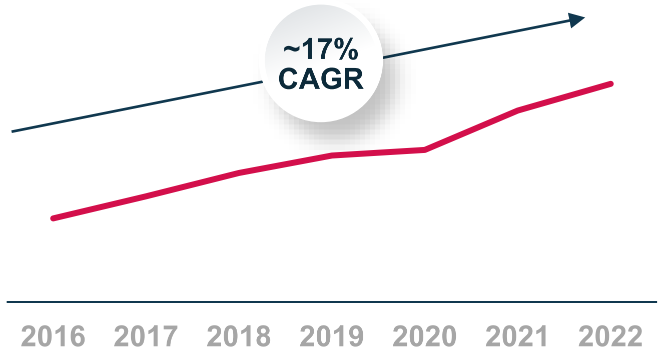
[1] Androgen receptor inhibitor

Strong Aflibercept 8mg Data Reinforce Leading Clinical Profile of Eylea Franchise

Leading medicine in wAMD and DME treatment

Eylea Volume Development
(vials + prefilled syringes)

EYLEA (aflibercept solution for injection)



Share in ex-US markets
~60%

// Gold standard in efficacy and safety

// High competitive hurdle: >8 million of treated years for patients and physicians

// First biosimilar launches expected in 2023 (CA , JP)

Unparalleled clinical data further raising the bar

Aflibercept 8mg

Aflibercept 8mg	Share of patients maintaining on dosing interval[1]	
Injection	**Photon (DME)**	**PULSAR (wAMD)**
every 12 weeks	**91%**	**79%**
every 16 weeks	**89%**	**77%**

[1] Comparator arms: Eylea every 8 weeks

// Significant prolongation of injection intervals without compromising efficacy and safety

// Set to become new standard of care despite increasing competitive dynamics

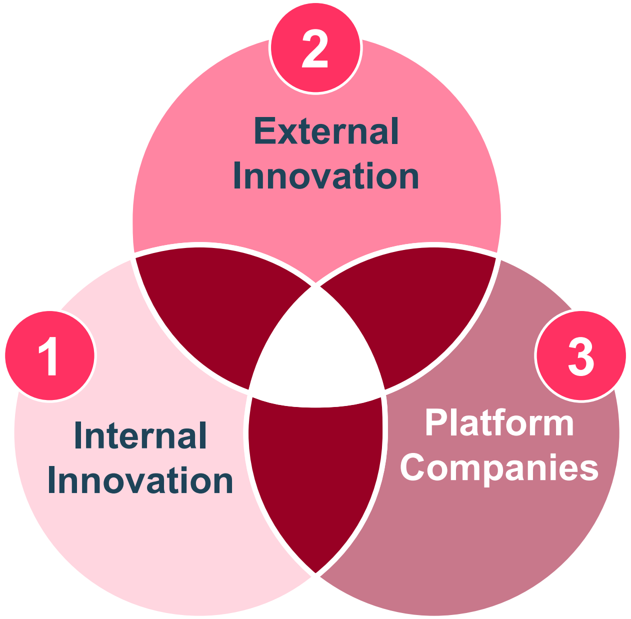
// Submissions in major markets in 2023, launch by 2024

Commercial potential substantially strengthened

DME: diabetic macular edema; wAMD: wet age-related macular degeneration

Our Innovation Engine is Delivering

Bayer R&D Operating Model



1 Global R&D organization

NUBEQA (darolutamide) · Kerendia finerenone · Verquvo vericiguat

2 Collaborations, in-licensing, M&A

Elinzanetant · leaps · BROAD INSTITUTE · MERCK INVENTING FOR LIFE

3 CGT

AskBio · BlueRock THERAPEUTICS · Mammoth Biosciences

SMOL

VIVIDION Therapeutics

Committed and experienced new leadership team

Advancing leading cell and gene therapy business

World leading science added through new platforms

Unlocking value for patients in the highest need areas

Elinzanetant's Unique Clinical Profile Can Offer a Transformative Approach for the Treatment VMS

Typical vasomotor symptoms (VMS) during menopause

Sleep disturbance

Hot flashes

Night sweats

About 16m women in the U.S. and another 16m in Europe suffer from menopause symptoms

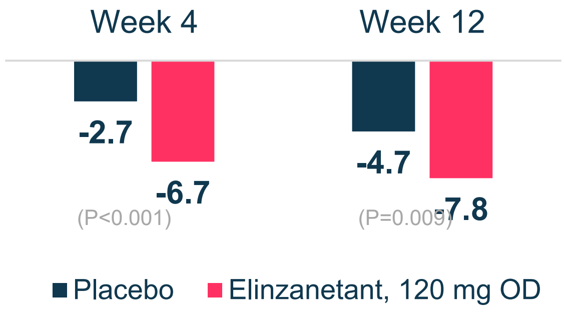
Elinzanetant

- A first-in-class, non-hormonal, once-daily, oral neurokinin-1,3 receptor antagonist
- Differentiated, double mode of action
- Well tolerated - no serious AEs related to treatment
- Efficacy data compare well with BSC
- Four Phase III studies (OASIS-1 – OASIS-4)

Phase III data expected in H2 2023

Potential launch: 2025

Reduction in moderate/severe VMS per day from baseline (Phase IIb results)



Peak sales potential

>€1bn

Significant Progress Has Been Achieved In Anti-coagulation Therapy But Medical Need Still Exists

New Oral Anticoagulants (NOACs)

Heparin › **Vitamin K Antagonists** (VKA) › **LMWH** › **Direct Thrombin Inhibitors** › **Direct FXa Inhibitors** › **FXI(a) Inhibitors**

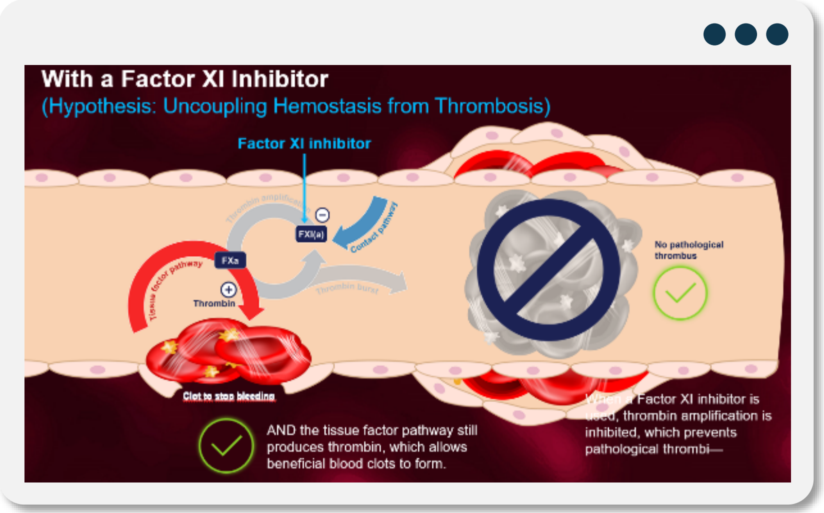
// **Heparin and VKAs** were the only anticoagulants available for most of the 20th century

// **Guidelines now prefer NOACs** over VKAs for many indications

Need remains for **anticoagulants with reduced bleeding risk** in specific patient populations:

// ~40% of eligible patients with atrial fibrillation un(der)treated due to actual/perceived bleeding risk

// More effective antithrombotic strategies (beyond antiplatelet therapy alone) for the prevention of stroke and other major vascular events in patients with prior stroke



Fredenburgh and Weitz, JTH 2020; DOI: 10.1111/jth.15126

Landmark Phase III Program Started with Oral Factor XI(a) Inhibitor Asundexian

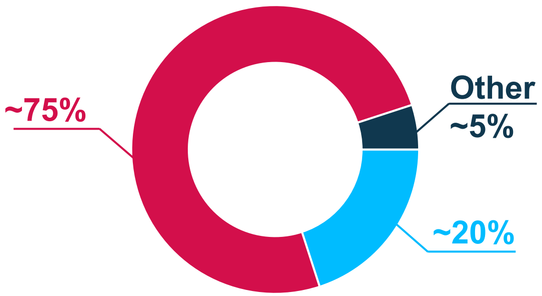
Market

Ischemic Stroke by types

Non-cardioembolic

// **~9m diagnosed patients** in key 7 markets

// **Standard of care:** Single/Dual APT



Cardioembolic

// **~13m diagnosed** AF patients in key 7 markets

// **Standard of care:** DOACs (or VKA)

// **~40% of eligible patients** un(der)treated

Asundexian characteristics

// **Potential first-in-class,** once-daily, oral small molecule FXIa inhibitor

// **New potential treatment** in thrombosis prevention

// Broad **Phase II** study program PACIFIC confirmed consistent safety and near maximum FXIa inhibition

Phase III OCEANIC Program

OCEANIC AF

// Asundexian vs. Apixaban in atrial fibrillation

// FPFV in December 2022

OCEANIC STROKE

// Asundexian + APT in acute non-cardioembolic ischemic stroke or high-risk TIA vs. Placebo

Phase III data expected in H2 2025

Potential launch: 2026

Peak sales potential

>€5bn

AF: Atrial fibrillation; APT: Antiplatelet therapy; DOAC: Direct oral anticoagulant; FPFV: First patient first visit; SAPT: Single antiplatelet therapy; TIA: transient ischemic attack; VKA: Vitamin K Antagonist

Advancing Leading CGT Platform with Strong Clinical Pipeline

› Diverse tech platforms and capabilities

- // AAV platform (AskBio and Bayer established)
- // BlueRock´s iPSC
- // CAR-T
- // Gene-editing (+ Mammoth)

› **CDMO business** with strong momentum

› Industry leading CGT clinical pipeline

- // 6 clinical projects
- // >15 projects at pre-clinical stage

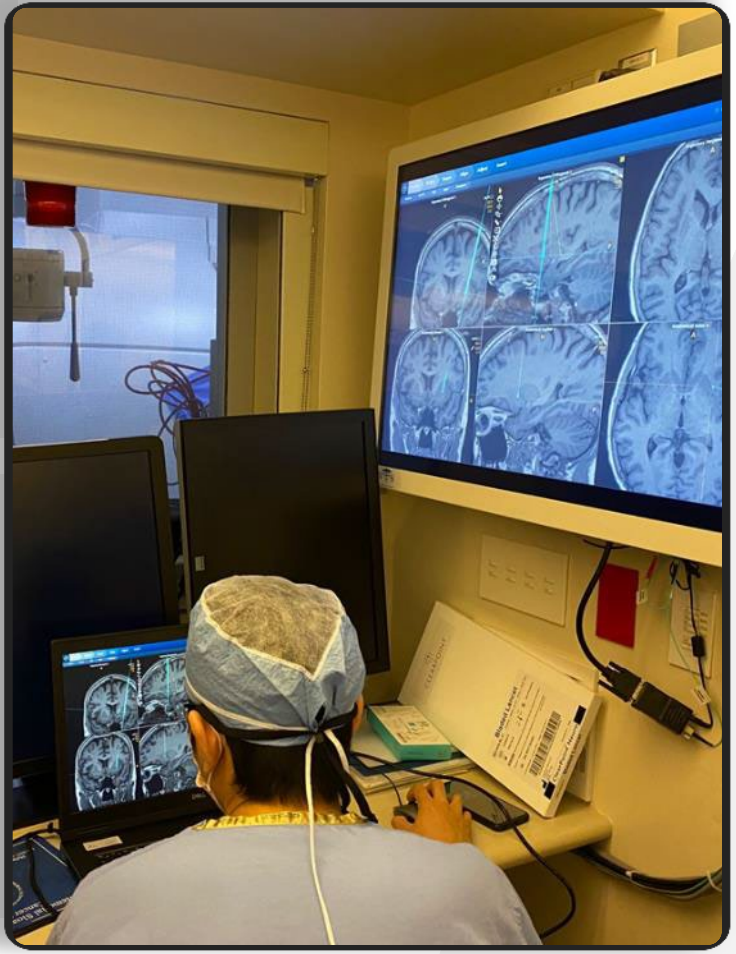
Example: Two-pronged approach to deliver transformative therapies to treat Parkinson's

BlueRock THERAPEUTICS

✓ First results expected from Phase I cell therapy study DA-01[1] in Parkinson's disease in H2 2023

AskBio

✓ Ongoing recruitment and evaluation of patients in the US for AskBio's Phase 1b clinical study to assess safety and preliminary efficacy



[1] Pluripotent stem cell-derived dopaminergic neurons
Photo: Dr. Viviane Tabar, Chair of the Department of Neurosurgery, Memorial Sloan Kettering Cancer Center

Pharmaceuticals – Pipeline Overview[1] (as of Feb 15, 2023)

Phase 0[2]

- **DGKalpha Inh** *(BAY 2862789)*
- **PSMA TAC** *(BAY 3546828)*
- **PSMA SMOL TAC** *(BAY 3563254)*
- **VVD NRF2 Inh** *(BAY 3605349)*
- **VVD STAT3 Inh** *(BAY 3630914)*
- **SEMA 3a** *(BAY 3401016)*
- **LGMD2i Gene Therapy** *(LION-101)*
- **Next Generation Liver MRI** *(BAY 3393081)*

Phase I

- **Elimusertib** (ATR Inhibitor) *(BAY 1895344)*
- **AhR Inhibitor** *(BAY 2416964)*
- **mEGFR Inhibitor** *(BAY 2927088)*
- **DGKzeta Inhibitor** *(BAY 2965501)*
- **CCR8 Ab** *(BAY 3375968)*
- **Congestive Heart Failure Gene Therapy** *(AB-1002 formerly NAN-101)*
- **sGC Activator** *(BAY 3283142)*
- **Anti-a2AP** *(BAY 3018250)*
- **P2X4 Antagonist** *(BAY 2328065)*
- **BDKRB1 Receptor Antagonist** *(BAY 2395840)*
- **sGC Activator** *(BAY 1211163)*
- **Bemdaneprocel** (Parkinson's Disease Cell Therapy) *(BRT-DA01)*
- **Parkinson's Disease Gene Therapy** *(AB-1005 formerly AAV2-GDNF-PD)*
- **Multiple System Atrophy Gene Therapy** *(AB-1005 formerly AAV2-GDNF-MSA)*
- **Pompe Disease Gene Therapy** *(ACTUS-101)*
- **Huntington's Disease Gene Therapy** *(BV-101)*
- **GPR84 Antagonist** *(BAY 3178275)*

Phase II

- **Regorafenib** (combi Nivolumab) *(BAY 734506)*
  // Solid tumors (recurrent or metastatic)
- **Asundexian (FXIa Inhibitor) (BAY 2433334)**
  // Major Adverse Cardiac Events Prevention (PACIFIC-AMI)
- **Runcaciguat** (sGC Activator) *(BAY 1101042)*
  // Chronic Kidney Disease (CKD) (CONCORD)
  // Non-prolif. Diabetic Retinopathy (NPDR) (NEON-NPDR)
- **BDKRB1 Receptor Antagonist** *(BAY 2395840)*
  // Neuropathic Pain (BRADiNP)
- **Gadoquatrane** (High Relaxivity Contrast Agent) *(BAY 1747846)*
  // Magnetic Resonance Imaging (HRCA-PAT)
- **Adrenomedullin Pegol** (PEG-ADM) *(BAY 1097761)*
  // Acute Resp. Distress Syn. (ARDS) (SEAL)
- **Zabedosertib (IRAK4 Inh.)** *(BAY 1834845)*
  // Atopic Dermatitis (DAMASK)

Phase III

- **Copanlisib** (PI3K Inhibitor)
  // Non-Hodgkin Lymphoma (CHRONOS-4)
- **Darolutamide** (AR Inhibitor)
  // Prostate Cancer (mHSPC) (ARANOTE)
  // Adjuvant Prostate Cancer (DASL-HiCaP)
- **Finerenone** (MR Antagonist)
  // Heart Failure (HFmr/pEF) (FINEARTS-HF)
  // Non-diabetic CKD (FIND-CKD)
- **Vericiguat** (sGC Stimulator)
  // Heart Failure (HFrEF) (VICTOR[3])
- **Asundexian** (FXIa Inhibitor)
  // Stroke Prevention in Atrial Fibrillation (OCEANIC-AF)
  // 2º Stroke Prevention (OCEANIC-STROKE)
- **Elinzanetant** (Neurokinin-1,3 Rec Antagonist)
  // Vasomotor Symptoms (OASIS)

Submissions

- **Darolutamide (AR Inhibitor) / ADT with Chemotherapy**
  // EU, Japan, China: mHSPC
- **Aflibercept 8MG**
  // EU, US[4]: Diabetic Macular Edema (DME)
  // EU, US[4]: Neovasc. Age-rel. Macular Degen. (nAMD)

Oncology
Cardiovascular Diseases
Women's Health
Others

New molecular entity
Life cycle management

Full pipeline package available for download under:
https://www.bayer.com/en/pharma/development-pipeline

Antibody | Biologic | Cell Therapy | Contrast Agent | Gene Therapy | Radiotherapy | Small Molecule

1 Bayer and partner sponsored + 3rd party label enabling studies with first patient first visit 2 Pre-clinical selected assets on path to IND 3 Conducted by Merck & Co 4 US submission made by Regeneron Pharmaceuticals

Science for a Better Life

Driving Sustainable Outperformance in Consumer Health

03

Investment Case
February 2023 /
Bayer AG

Driving Sustainable Outperformance in Consumer Health

01 Market & Position

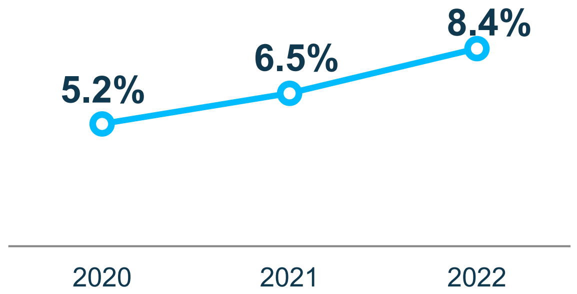
02 Strategy

03 Sustainability

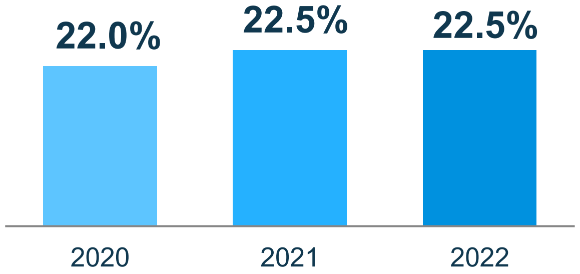
Consumer Health: A Leading Global OTC Player

FINANCIALS

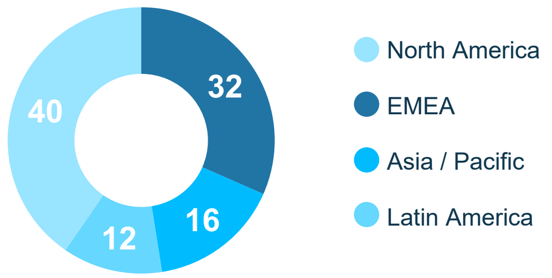
Sales development
% yoy cpa



EBITDA margin development
In %, before special items

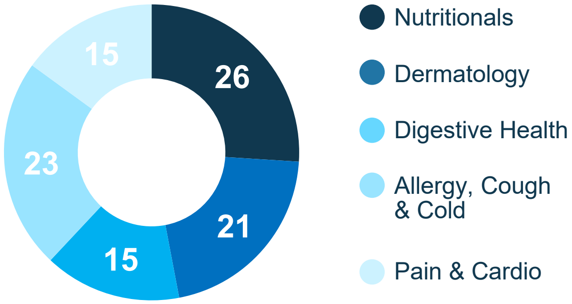


Sales by region: €5.3bn
In %, in 2022

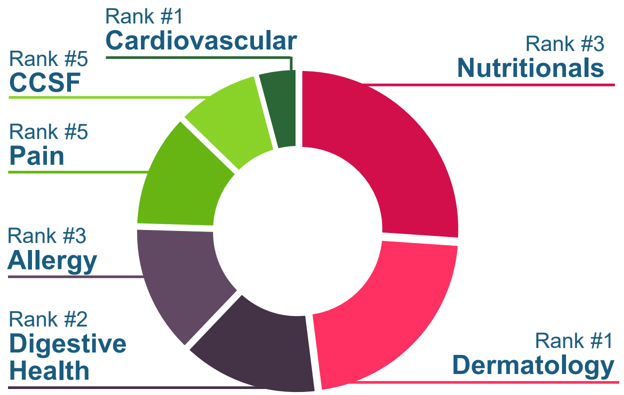


PRODUCTS

Sales by categories: €5.3bn
In %, in 2021



Market positions by category[1]



Key Products

Pain & Cardio: ASPIRIN, ALEVE

Dermatology: Bepanthen, Canesten

Digestive Health: Alka-Seltzer, Rennie, Iberogast, MiraLAX

Allergy & Cold: ASTEPRO ALLERGY, Claritin

Nutritionals: Redoxon, Supradyn, Berocca

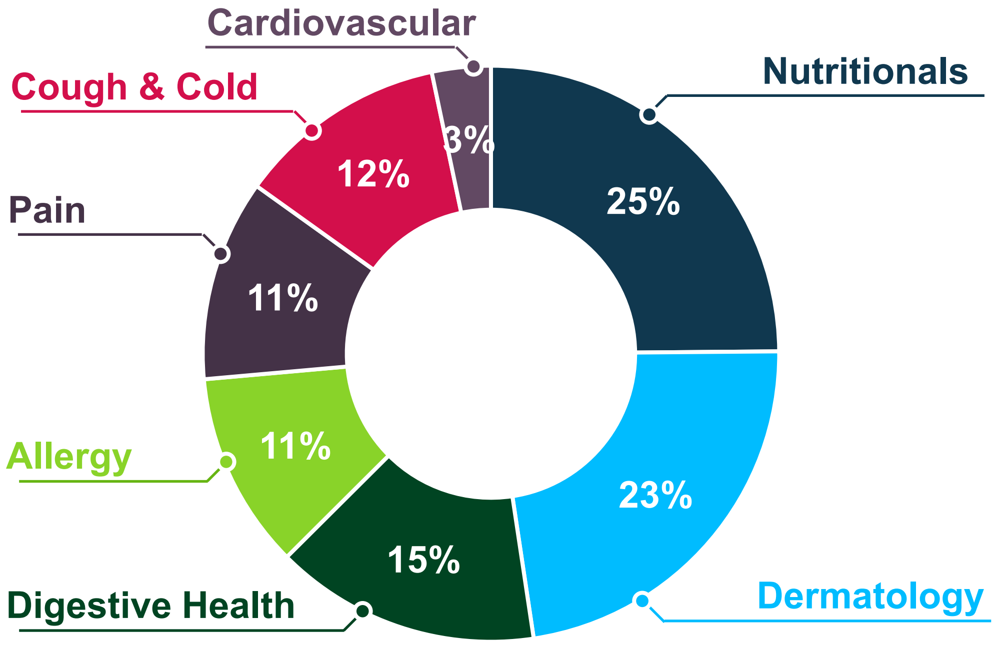
[1]Source: November MAT 2022 Consumer Health proprietary data base

A Clear Game Plan to Sustain Outperformance

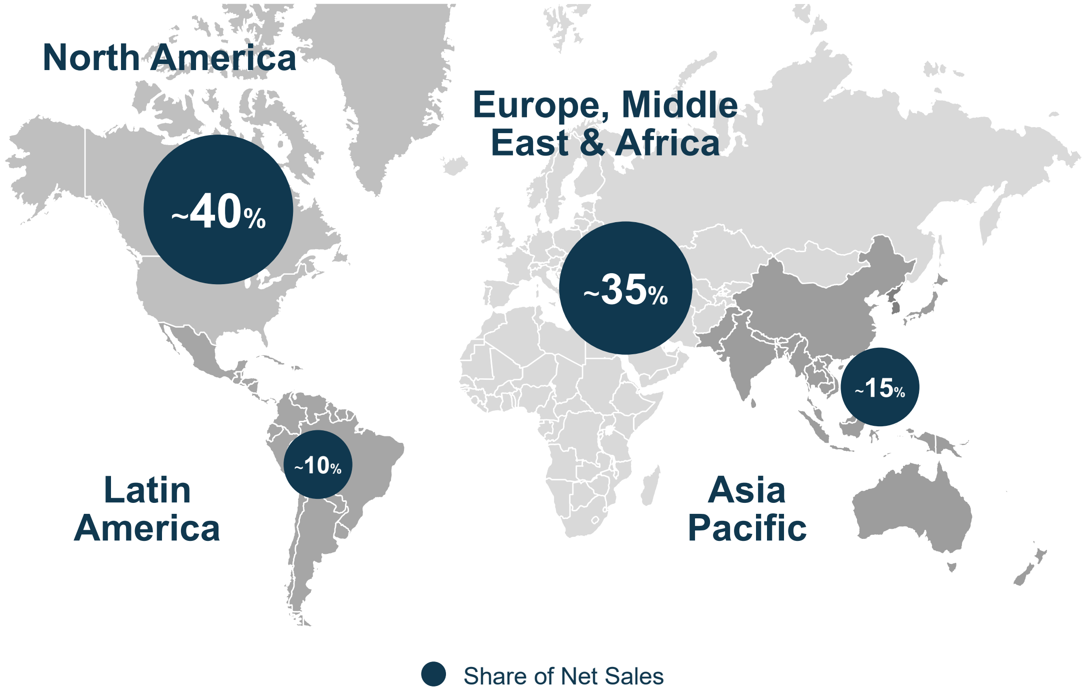
AMBITION	**Grow ahead of the market** and increase margins
WHERE TO PLAY	Winning **Portfolio** focused on where Bayer can win
HOW TO WIN	Driving Growth-focused Innovation; Modernizing Marketing & Sales; Optimizing Costs & Cash
OUR ACCELERATORS	**Digital Transformation**; **Sustainability**

A leading Consumer Health Player with a Well-Balanced Portfolio

Category Portfolio



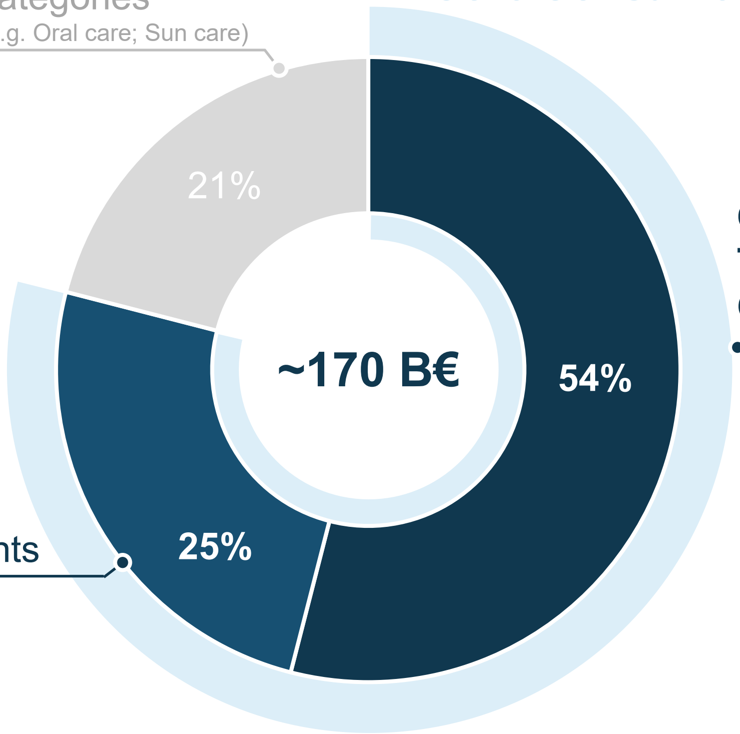
Geographic Footprint



Sources: Bayer CH Portfolio – Company BD, IQVIA, IRI, & Nielsen, May MAT 2022; Bayer Geographic Footprint – Net Sales 2021

Focused portfolio on Core Consumer Health Where We Can Win

Clear Focus on Core CH Market



Key Portfolio Moves Executed

Divestures

- Derma Rx — *Jul 2019*
- Coppertone — Sun care — *Sep 2019*
- Dr Scholl's — Foot care — *Nov 2019*

Acquisitions / Licenses

- care/of — Personalized Nutritionals — *Nov 2020*
- GloryFeel, n. — Nutritionals eCom Pure-players — *Oct 2021 & Jun 2022**
- ASTEPRO — Astepro (Rx-to-OTC Switch) — *Jun 2022 (Launch)*

* Strategic minority stake in Natsana

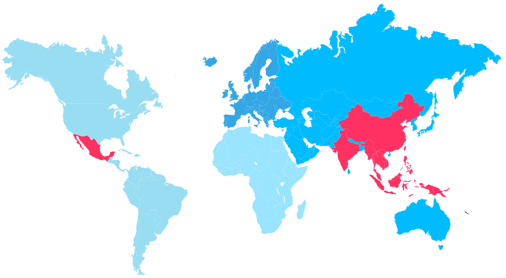
Sources: OTC, VMS - Nicholas Hall DB, Global CHC Sales 2021; Others – Euromonitor Retail Value MSP, 2021

Accelerating Growth from Innovation

Iconic Global and Local Brands Built Over Decades

ASPIRIN®
Alka-Seltzer
Redoxon® IMMUNITY SUPPLEMENTS
elevit®
Rennie®
Canesten®
Bepanthen®
Claritin®
Iberogast®
Afrin®
MiraLAX®
ALEVE®
Supradyn®
ONE A DAY®
Berocca®

Key levers to sustain above-market growth

Attractive Demand Spaces	High-growth Markets	Rx-to-OTC Switches	Digital Commerce & Health Platforms
			
// Premium Nutritionals	// China	// Astepro	// eCommerce
// Healthy Aging	// India	// Switch #2	// Digital Diagnostics
// Stress and Sleep	// Mexico	// Switch #3	// Digital Therapeutics
// Medicated Skin	// ASEAN		

amazon Walmart.com Shopee

Modernizing Our Brand Building and Sales Capabilities

elevit® | Canesten® | Bepanthen®

Brands with Purpose →

From Mass to Precision Marketing →

% Precision marketing[1]

2018	2021	2024 - Ambition
25%	58%	80%

Accelerating E-commerce →

% Net Sales[2]

2019	2022	2024 - Ambition
04%	11%	15%+

[1] Percentage of digital media which is data-driven precision marketing
[2] Percentage of net sales which is through e-commerce channels

Accelerating Use of Data to Personalize Consumer Engagement

Data & Digital First

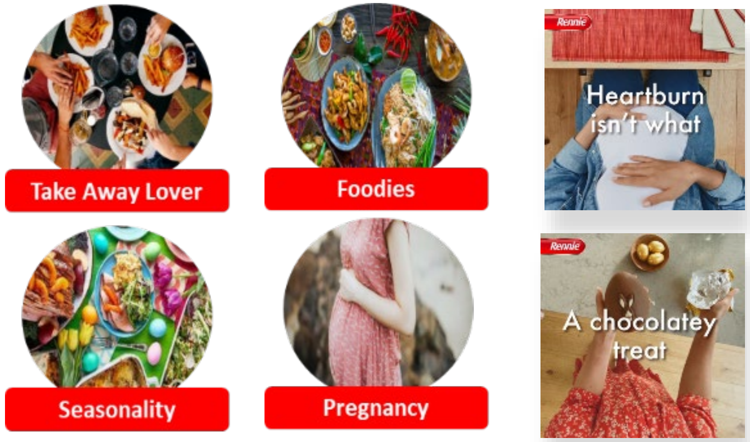
2019 - 2022

Share of Digital Media[1]	2X
Share of Data-driven Marketing Investments[1]	3X
Share of Personalized Creatives[1]	5X

Leading in Digital Platforms

TikTok, Instagram, alexa, YouTube, twitch, tinder, Facebook

Contextual Engagement



[1] Bayer internal data

Doubling Down on e-Commerce and Growth Platforms

Winning in Key eCom Platforms

	2019	2022	2024
Share of Digital Commerce[1]	4%	~11%	>15%
eCom Growth FY'21[1]	>50%		

SHOP APOTHEKE, amazon, Walgreens, zur Rose, CVS pharmacy, 天猫 TMALL.COM, Shopee, Walmart.com, Rappi, Lazada

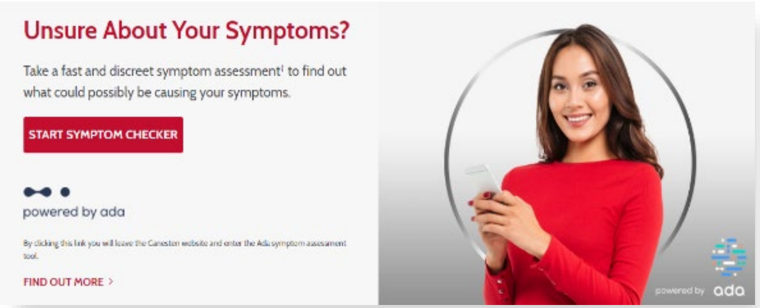
Strategic Portfolio Moves

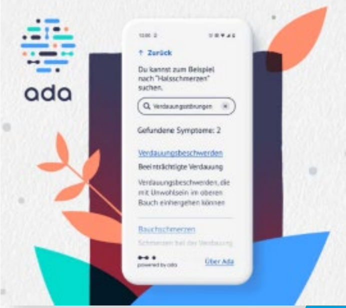
care/of — Nov. 2020

GloryFeel — Oct. 2021

n. — June. 2022*

Digital Engagement Mechanisms





[1] Bayer internal sales data * Strategic minority stake in Natsana

Pricing and Trade Excellence to Drive Value Creation with Customers

Innovations Playing Across Different Value Tiers

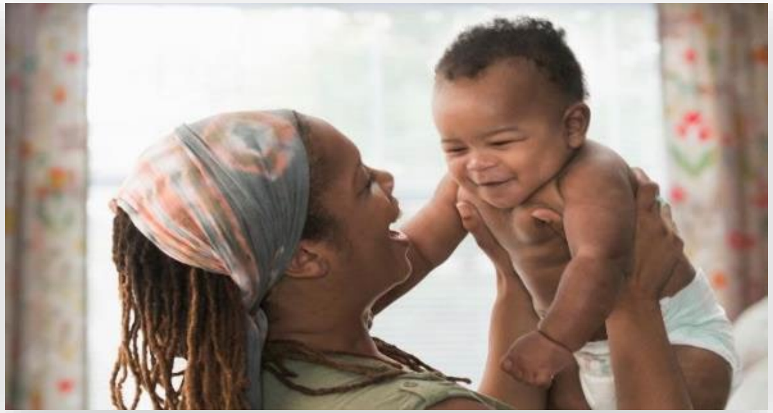
Premium

Value Offerings

Premium consumer solutions

Consumer Health as a Force for Good

Expand Access to Everyday Health



59 Million people with improved access to self-care in underserved communities

// Investing in accessible and more sustainable products

// Reached 4+ Million underserved women and babies through the Nutrient Gap Initiative

Path to Climate Neutrality

35% CO_2 emissions reduction achieved across our operations

// Investing in energy efficiency projects and increasing green energy across our sites

// Advancing sustainable packaging

Note: 2021 Health access and environmental footprint achievements vs 2019 baseline

CONSUMER HEALTH

Driving Sustainable Outperformance in Consumer Health

- A leading Consumer Health player with a well-balanced portfolio
- World-class science, consumer and HCP capabilities
- Clear strategy to sustain outperformance
- Track record of execution excellence
- Attractive growth profile and cash flow generation

Science for a Better Life

Sustainability

04

Investment Case
February 2023 /
Bayer AG

Sustainability @Bayer

01 Strategy

02 Targets

03 Governance

04 Ratings

Sustainability is Integral to Our Values, Strategy and Operations

SUSTAINABILITY

01 Strategy

We Intend to Create Bold Impact and Generate Sustainable Business Opportunities

PHARMACEUTICALS • CONSUMER HEALTH • CROP SCIENCE

Megatrends	AGING POPULATION	GROWING POPULATION	PRESSURE ON ECOSYSTEMS
Societal Needs	**Preserve and restore health**	**Secure sufficient supply of quality food**	**Use natural resources more efficiently and responsibly**

Impact

Help more people thrive

OUR VISION: HEALTH FOR ALL, HUNGER FOR NONE

1 NO POVERTY
2 ZERO HUNGER
3 GOOD HEALTH AND WELL-BEING
5 GENDER EQUALITY
6 CLEAN WATER AND SANITATION
13 CLIMATE ACTION
15 LIFE ON LAND

Decrease ecological footprint

Sustainable Growth

Long-term business growth through sustainable innovation

Sustainable Innovation as Foundation for Business Opportunities

Co-Shaping the Bio-Revolution

We are among the companies that **help to shape the ongoing bio-revolution.** Our extensive knowledge of human and plant science, supported by our **expertise in regulatory processes and a global footprint,** ultimately bring innovations from labs to market

Sustainable Solutions in Agriculture

We develop solutions with improved sustainability profiles: seeds & traits and related farming practices (e.g. short stature corn, direct seeded rice), crop protection products & irrigation systems (e.g. lower environmental impact), digital farming and precision agriculture, climate-smart practices

PLATAFORMA INTACTA 2 XTEND · Arize · FIELDVIEW · JOYN BIO

Breakthrough Technologies in Pharmaceuticals

We foster innovation and portfolio extension in important therapeutic areas with an increasingly strong setup in the cell & gene sphere and the **potential to meet undruggable targets**

Better Access to Health & High-Quality Nutrition

Our access **targets bear chances of meaningful inclusive growth** with recipients as potential future market participants while **addressing global megatrends in health and nutrition**

Ambitious Measurable Targets for Sustainable Development

Our 2030 Targets are In Line with UN SDGs and the Science Based Targets Initiative

Decrease ECOLOGICAL footprint

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

- 42% reduction target[1] for Scope 1 & 2
  - 500m € CapEx for emission reduction
  - 50m-200m € OpEx for offsetting projects
- 12.3% reduction target[2] for Scope 3

Net Zero emission target until 2050 in line with Paris Agreement (Scope 1, 2 & 3)

CS: **-30% greenhouse gas emissions** in key agricultural crops in main regions; **-30% environmental impact** of our crop protection products

CH: Transition all Consumer Health products to **100% recyclable or reusable packaging**

Help more PEOPLE thrive

Support **100m smallholder farmers** in LMICs[3]

Fulfill the need of **100m women** in LMICs[3] for **modern contraception**

Support **100m people** in underserved[4] communities with **self care**

Achieve **gender parity** at each individual managerial level

PH: Increase **availability** and **affordability** of our innovative pharma products in LMICs[3]

[1] By 2029 from a 2019 base year is in line with limiting global warming to 1.5 C°
[2] By 2029 from a 2019 base year is in line with limiting global warming to below 2 C°

[3] LMIC: low and middle income countries - all countries included in the World Bank list as per 1 July 2019
[4] Underserved: economically or medically
For more info here: https://www.bayer.com/en/sustainability/targets

We Are on Track in Our Decarbonization Journey – Need to Work Harder with Our Supply Chain

Scope 1&2

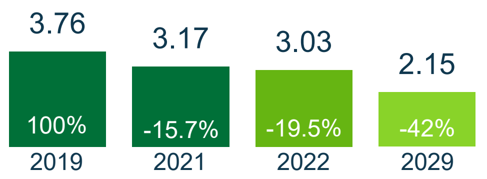
SCIENCE BASED TARGETS

42% less CO_2
in our own operations by 2029 & **Net Zero** by 2050

Reduced emissions by 4.5% or around 140,000 metric tons compared to 2021 (-19.5% compared to base year)

Reduction mainly due to a greater share of **electricity** being purchased from **renewable energy sources**

Additionally, offsetting of 450,000 metric tons of greenhouse gas emissions[1]



in mio metric tons of CO_2 equivalent; % change vs. base year 2019

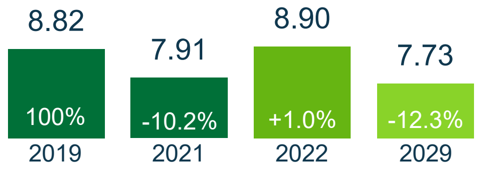
Scope 3

SCIENCE BASED TARGETS

12.3% less CO_2
in the value chain by 2029

Emissions increased by 12.5% or 990,000 tons vs. prior year

Increase was largely attributable to business growth, replenishment of inventories and an increase in air freight and business travel



in mio metric tons of CO_2 equivalent; % change vs. base year 2019

On the Field

30% less greenhouse gas emissions
by 2030[2]

Continued efforts in **Carbon Initiative Program** supported by our digital application **Climate FieldView™**

Digital platform was used on >220m acres of farmland in 23 countries in 2022

Carbon Program was further expanded in 10 countries in 2022

Launched "For Ground" in the U.S.

[1]Find our offsetting approach here and more info here: https://www.bayer.com/en/sustainability/climate-protection
[2]30% less in our farming customers' in-field GHG emissions per kg of crop yield in the most emitting cropping systems in the regions we serve; baseline calculated based on 2020 data

Support 100m Smallholder Farmers

Accessing Smallholders Improves Lives and Creates Business Opportunities

SUSTAINABILITY

02 Targets

Challenges

~550M
Smallholder farmers worldwide

// **Lack** of access to **new technologies**

// **Limited** access to **knowledge**

// **Limited productivity** of their crops

// **Climate Change**

Feed **>50%** of population in developing countries

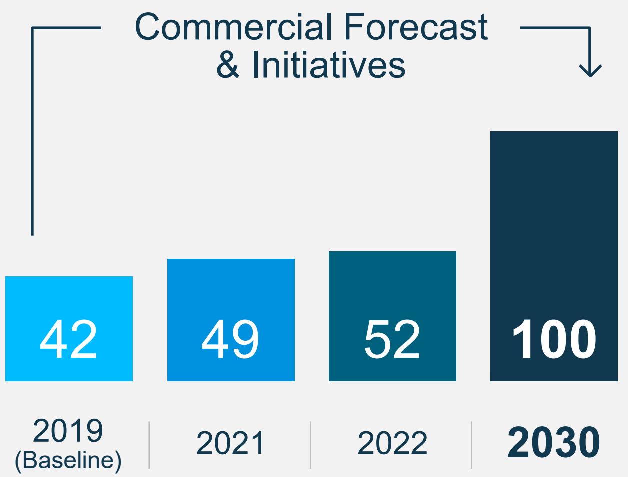
// Exposed to the markets; **price volatility** and fluctuations

// **Lack** of **access to markets** and **capital**

// **Hunger** & malnutrition

// Additional challenges caused by **Covid-19**

Progress



How to get there

// **Commercial operations:** Regional commercial strategies focused on smallholders' needs

// **Value-Chain-Partnerships:** Better Life Farming centers and integration into other value chain ecosystems

// **Digital Solutions:** Digital Incubator & Innovation Hub in APAC

// **Portfolio Differentiation:** Better & affordable crop protection products, tailored to local farmer needs

// **License-to-Operate & Biotech Approvals:** Large regulatory approval pipeline in Africa and APAC to enter new markets

Access for 100m Women to Family Planning

Catalyst for Important Societal and Economic Impact

SUSTAINABILITY

02 Targets

Challenges

// **>200 million women in developing regions** who want to avoid pregnancy are not using safe and effective family planning methods, central to **women's empowerment**

// Reducing poverty, protecting maternal and child health, driving economic development, and achieving sustainable development

// **Gender inequality is still high,** teenage pregnancy and maternal death are serious health concerns, especially in LMICs

// The need to provide reproductive supplies and services will further increase

// By 2030, an additional 130 million women in LMICs will have entered reproductive age

How to get there

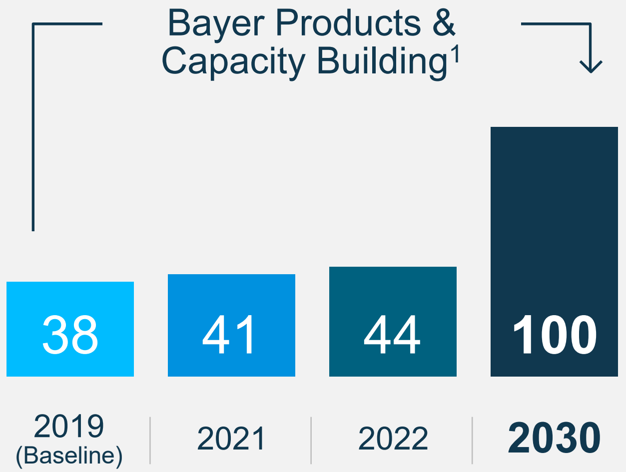
// **Capacity building[1],** e.g. cooperation with urban health project 'The Challenge Initiative' (TCI)

// Route to women in rural areas and humanitarian settings in **cooperation with partners** (e.g. UNFPA)

// Long-term: **Innovation,** e.g. non-hormonal contraceptive technologies

// **Additional supply capacity,** most importantly for long-acting contraceptives: >400m€ investment into Costa Rica and Finland facilities

Progress



[1] Capacity building refers to the development of knowledge, skills, commitment, structures, systems and leadership to enable and strengthen self-reliance and resilience of the local health systems and of the key players towards family planning and sexual reproductive health. We aim to do leverage partnerships to create impact at scale.

Access to Self-Care for 100m People in Underserved Communities

Everyday Health as the First and Last Line of Care

Challenges

// **Ageing population,** a rise in **lifestyle related diseases** and a constantly increasing level of healthcare costs

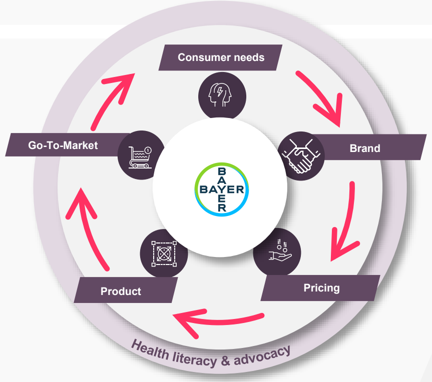
// Expanding access to self-care solutions helps with **early intervention and lowers healthcare costs** for society

// Consumers are **4-6 times more likely** to purchase, protect, champion or trust **brands with a strong purpose**

How to get there

// **Appropriate Portfolio:** adapting our science-based portfolio to design everyday health solutions with the underserved in mind, from formula to pricing

// **Deeper Penetration:** meeting low-income consumers where they shop to bridge the physical gap



// **Partnerships and Initiatives,** e.g. the Nutrient Gap Initiative

// Activating our trusted **OTC brands** and **end-to-end value chain**

// Focus on **high impact markets:** US, LATAM, ASEAN, METAP

// **Self-Care Education** initiatives form the basis for shaping behavioral change to empower consumers to manage their own health better

Progress

[1] We successfully integrated the consumer business in India, which was previously managed by a third party. India is reported separately and will be included in 2024. We reached 21 million people in India in 2022 in addition.

Strong Governance Measures Accompany our Strategy

Our CEO is Chief Sustainability Officer

01 ESTABLISHED GOVERNANCE BODIES

Supervisory Board ESG Committee advises & monitors management

External Sustainability Council[1] and newly established **Bioethics Council**[2] as institutionally anchored independent expert advisory

External and Internal Audits

02 SUSTAINABILITY GOALS PART OF COMPENSATION

Group-wide goals (access & scope 1-3 targets) have a **20% weighting in the long-term incentive**

Additional qualitative goals are **reflected in the short-term incentives**

03 FOCUS ON TRANSPARENCY[3] ENGAGEMENT AND REPORTING

Group Positions[4] published on important sustainability matters

Reporting in line with sustainability frameworks **(SASB, TCFD)**

Additional publication of topic specific reports[5]

Science Collaboration Register extended with recent launch in the US

04 GROUP-WIDE REGULATIONS AS MANDATORY FRAMEWORK

Broad group-wide policy-based framework

Sustainability Policy as overarching framework

BASE[6] **principles** guide our interactions with all stakeholders

05 SUSTAINABILITY AS INTEGRAL PART OF BAYER PROCESSES

Gradual integration in processes of functions & divisions such as Strategic Planning (e.g. internal CO_2 price of €100 per metric ton for CAPEX projects), Risk Management, Procurement, Research & Development and Human Resources

[1] https://www.bayer.com/en/sustainability/sustainability-council
[2] https://www.bayer.com/en/sustainability/the-bayer-bioethics-council
[3] https://www.bayer.com/en/sustainability/transparency
[4] https://www.bayer.com/en/sustainability/position-biodiversity
[5] https://www.bayer.com/en/sustainability/initiatives
[6] https://www.bayer.com/en/sustainability/base

Important Improvements in ESG Ratings Achieved

Removal of Red Flags at MSCI and ISS ESG Norm-Based Research in 2021/2022

Agency	Score (type)	Score 2022	Comments
MSCI	ESG Score Controversy level	A (GMO)	Improvement of Rating from BB to A (GMO) removed
SUSTAINALYTICS	Risk Score Controversy level	29.9 (medium) 5	Controversy level and rating impacted by ongoing Glyphosate litigations
ISS ESG	ESG Score Norm-based	C+ (1st decile) (Neonics)	Currently under review (Neonics) removed in 2021
RepRisk	Index	53 (high risk) as of Dec '22	Ambition to reach medium risk target corridor
CDP	Climate Water Forest	A A- B	Scores maintained on high level
access to medicine index	Ranking	#9 out of 20	Entered Top 10 in November 2022 Significant improvement from previous score #13
Access to Seeds Index	Ranking	#1 of 32 Africa[1] #3 of 31 South & South-East Asia	Leading Positions in relevant regions

DAX® 50 ESG · Bloomberg Gender-Equality Index 2022 · WDi Workforce Disclosure Initiative · ecovadis Business Sustainability Ratings · EQUILEAP Make a difference and a return

[1]Regions "Western & Central Africa" and "Eastern & South Africa"

Thank You