



Science for a Better Life



**Vision for Sustainable &
Regenerative Agriculture**

Crop Science Innovation Summit

June 20, 2023

Rodrigo Santos // President, Bayer Crop Science



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

▶ WWW.BAYER.COM



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



Event Agenda

Convene, One Liberty Plaza, NY, NY



June 20, 2023

8:00 am	Welcome	Laura Meyer
8:02 am	Vision for Sustainable & Regenerative Agriculture (Live Webcast)	Rodrigo Santos, Jeremy Williams, Frank Terhorst, Bob Reiter
9:00 am	Break	
9:15 am	Innovation Engines to Power New Value Pools (Live Webcast)	
	// Designer Seeds: Next-Generation Breeding Technology	Mike Graham
	// Transformative Trait Technologies	Kelly Gillespie
	// Sustainable Small Molecules	Axel Trautwein
	// Biological Breakthroughs	Jess Christiansen
	// New Frontiers in Digital & Carbon Farming	Tom Eickhoff
11:00 am	Break	
11:20 am	Live Q&A (Live Webcast)	Laura Meyer, Rodrigo Santos, Jeremy Williams, Frank Terhorst, Bob Reiter
12:10 pm	End of Investor Portion of Event	Lunch Served

Convene – East Hub

Convene – North Gallery



Crop Science Executive Leadership Perspectives



Rodrigo Santos

President,
Crop Science Division



Robert Reiter, Ph.D.

Head of R&D,
Crop Science Division



Jeremy Williams, Ph.D.

Head of Climate LLC and
Digital Farming Solutions



Frank Terhorst

Head of Strategy &
Sustainability,
Crop Science Division



Our Global Food Systems are Under Increasing Pressure

Demand for Sustainably Sourced Food and Renewable Fuels Never Greater

GROWING POPULATION



+2.2bn

people on the planet by 2050¹



+50%

more food and feed required to meet growing demand²



>3bn

people live in agricultural areas with high to very high water shortages³



>70%

of all available freshwater is used in agriculture⁴



90%

of all soils are expected to be degraded by 2050⁵



-20%

loss in arable land per capita by 2050⁶



Science For A Better Life

PRESSURE ON ECOSYSTEMS



-17%

harvest losses from climate change⁷



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 FAO, 2020 (Water Scarcity | UN-Water (unwater.org))
⁴ UN-Water, 2021 (Water Scarcity | UN-Water (unwater.org))
⁵ FAO Saving our soils by all earthly ways possible | FAO Stories | Food and Agriculture Organization of the United Nations
⁶ 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
⁷ Nelson et. al, (2014); FAO 2016 "Climate change and food security"



Future of Farming

Broadening our sustainability approach with a regenerative focus



Sustainability Focus

“Producing more with less”

We’re supporting food security while reducing agriculture’s impact on nature

- ⚡ We’re committed to: (1) minimizing the climate footprint of farming, (2) reducing the environmental impact of crop protection, (3) enabling smallholder farmers and (4) improving water use

Reducing and mitigating:

Increasing productivity while reducing the impact on nature

Regenerative Focus

“Producing more and restoring more”

We’re supporting food security and securing farm incomes while delivering net benefits to nature

- ⚡ We’re committed to: (1) minimizing the climate footprint of farming, (2) reducing the environmental impact of crop protection, (3) enabling smallholder farmers and (4) improving water use



- ⚡ We’re delivering nature-positive outcomes by improving soil health, restoring biodiversity and protecting habitats, conserving water and sequestering carbon
- ⚡ We’re helping farmers increase productivity and incomes with climate adaptation solutions and new sources of revenue

Adapting and regenerating:

Increasing productivity and incomes while renewing nature



Lead

with Regenerative Ag Solutions



Win

by being more grower centric

Our Purpose

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

Benefits of Regenerative Ag:



Yield increase and improved productivity, social and economic well-being of farmers and communities



Improved soil health



Mitigation of climate change



Preservation, restoration of biodiversity



Conservation of water

Deliver

**Sustainably-sourced food,
Renewable fuels**

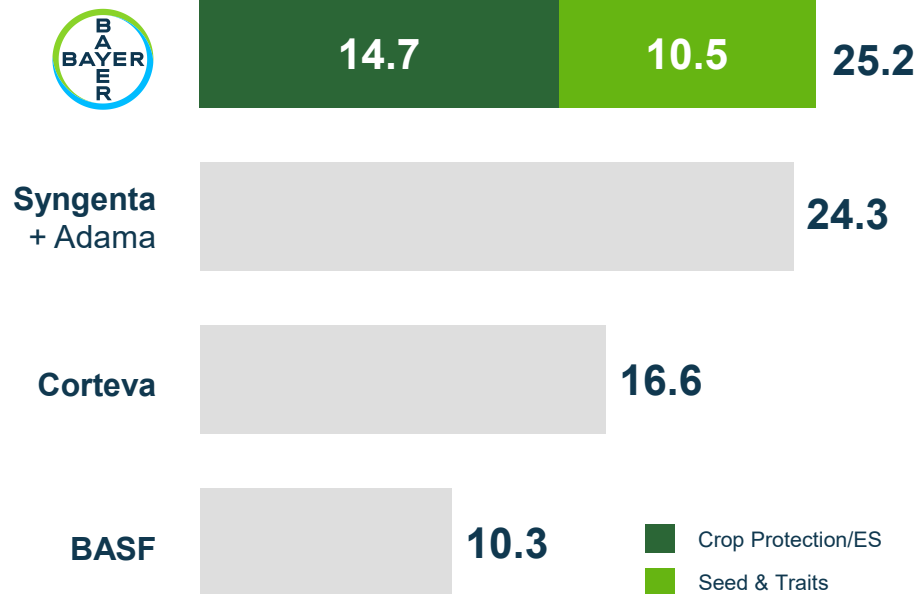


The Established Leader in Crop Science

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

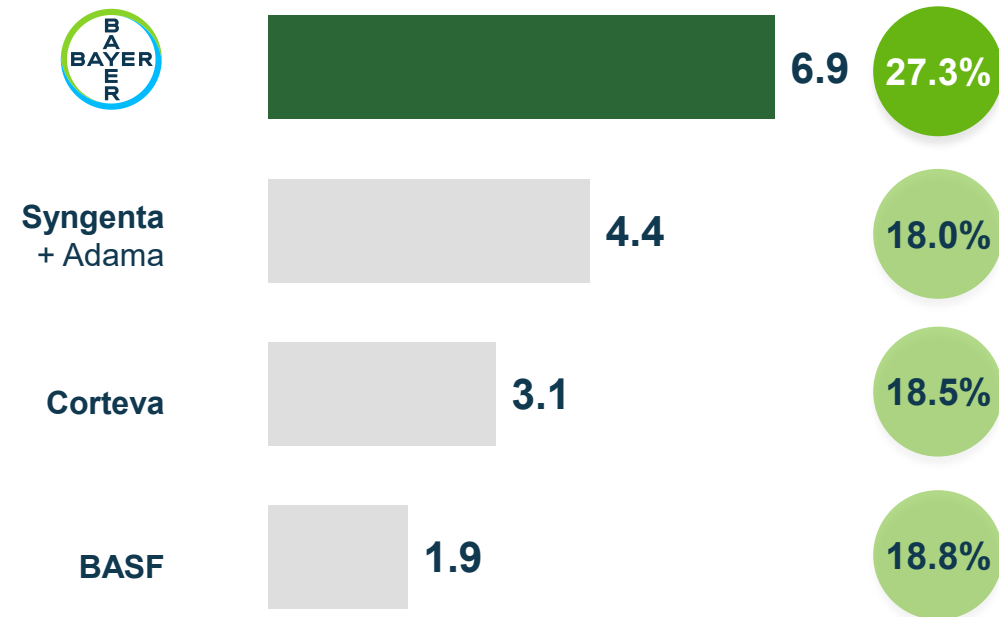
Largest in Sales

Total Sales¹ (€bn), FY 2022



Highest Profitability

EBITDA¹ (€bn) / EBITDA¹ Margin (%), FY 2022



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



Growers Worldwide Recognize the Value We Deliver

#1 in Seed & Traits with Leading Crop Protection Portfolio and >70% of Sales in the Americas



Bayer Crop Science 2022 Sales (€25.2bn)¹

#1 | Market Position

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

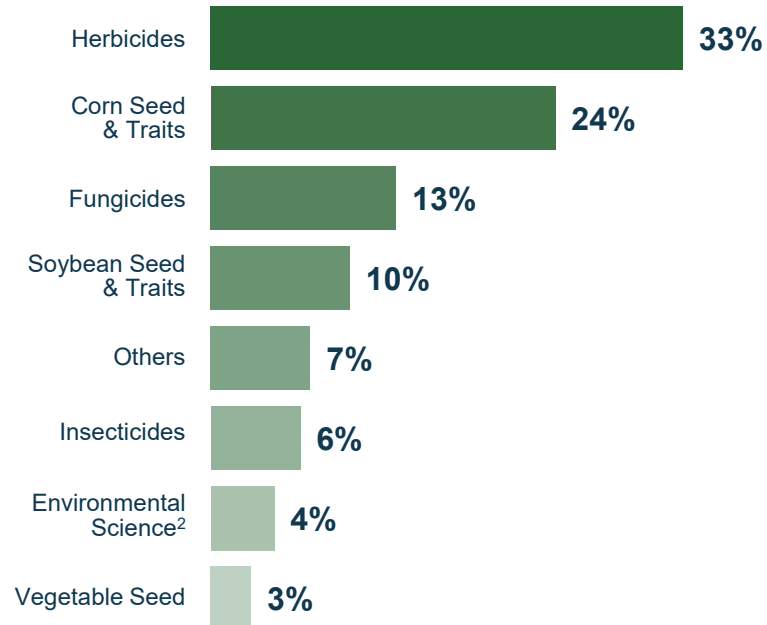
#2 | Market Position

- Fungicides
- Vegetable Seed

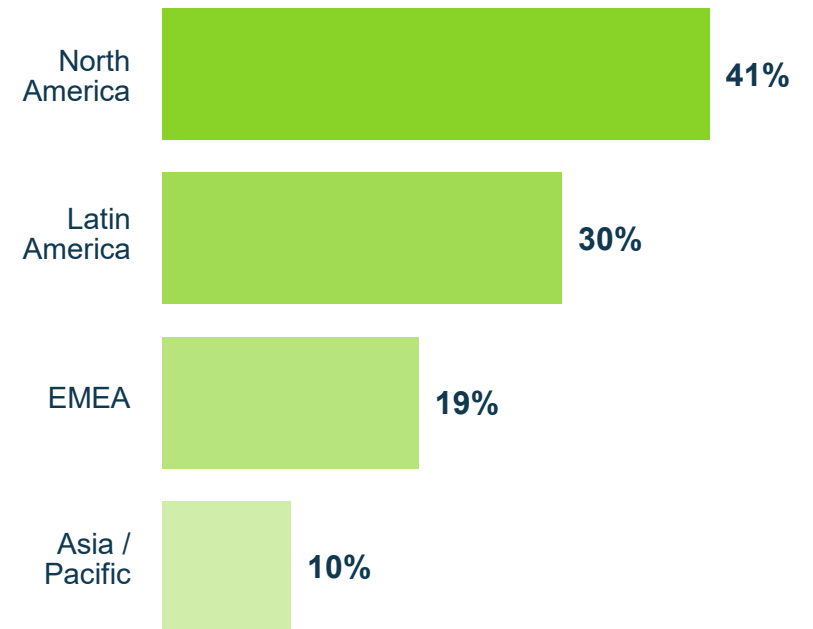
#3 | Market Position

- Insecticides

SALES BY STRATEGIC BUSINESS ENTITY



SALES BY REGION



Note: Market Position determined annually, as of Q1-2023

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

² Environmental Science Divestiture - October 2022

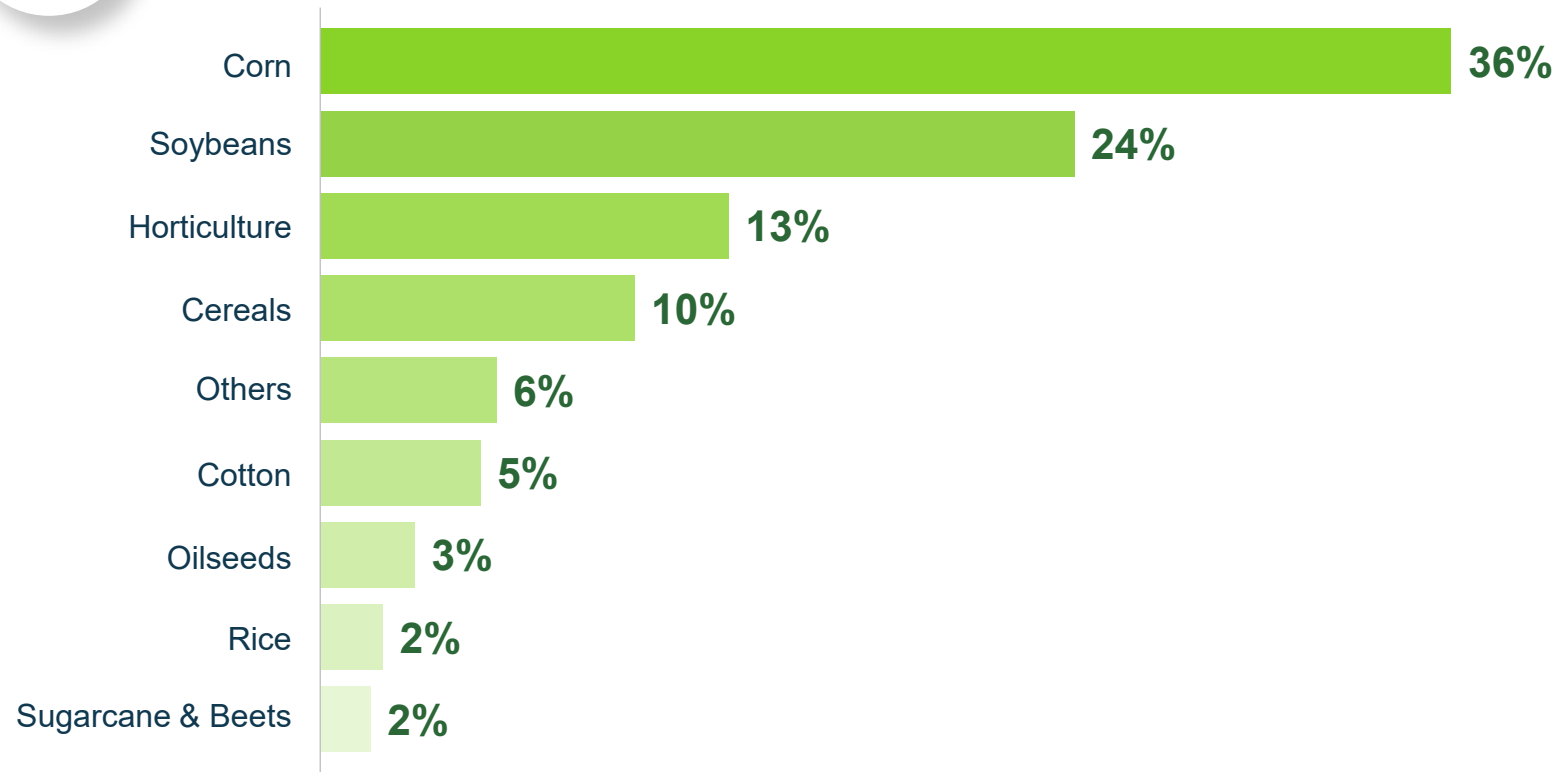


Focused in High Value, Broad Acre Crops

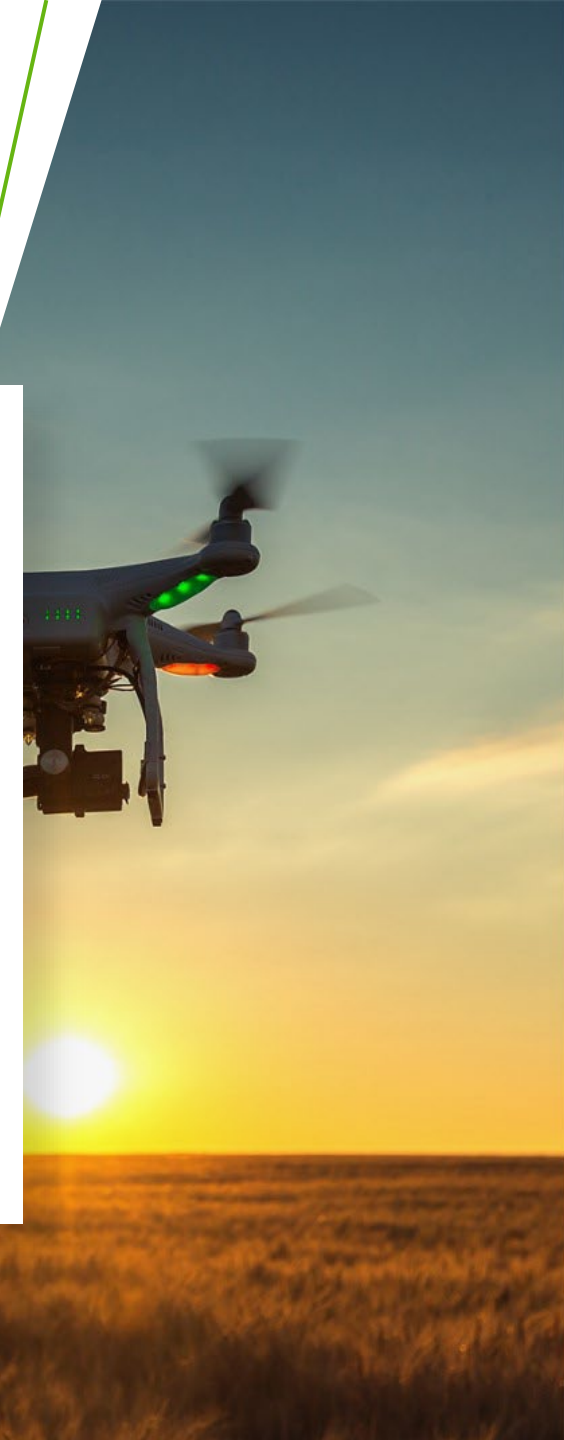


Bayer Crop Science 2022 Sales (€25.2bn)

Sales by Crop Served¹



¹Source: Company estimates. Based on 2022 sales, excluding Environmental Science sales
Crop protection sales allocated to crops where they are applied
"Others" includes digital farming solutions, non-commercial crops, and non-identified crops.





More than Doubling Our Accessible Market by Driving Productivity and Sustainability Together to Unlock Adjacent Spaces

>100bn¹ EUR
2022 Global Ag Input Market

>200bn¹ EUR
2030 Global Ag Input Market & Related Adjacencies

Crop Protection

Seed and Traits



>2x
opportunity

Precision Application

Market Places

Carbon

Digital Platforms

Crop Fertility

Biofuels

¹ Company estimates



Broadening our Reach To Shape Regenerative Ag on >400m Acres

- // Today our seed & trait technologies reach **~340m** acres globally, anchoring our vision for regenerative system solutions
- // By the middle of the next decade, we envision broadening our reach to **>400m acres**
- // Hybrid wheat, direct seeded rice, corn traits in Africa & Asia and carbon farming enable potential in new crops and markets
- // Preceon Smart Corn System and next-gen herbicide tolerance in soybeans build out our base





Delivering Regenerative Ag Benefits and Improved Profitability

Example: 130 HA Bayer Forward Farm Agricola Testa, located in Pergamino, Argentina 2019-2022

Increased farmer roi¹

+13%

grain
productivity

+22%

gross
margin/HA

....And more sustainable agriculture¹

65%

Improvement in carbon
balance (CO2 eq kg/ha)

+1,512

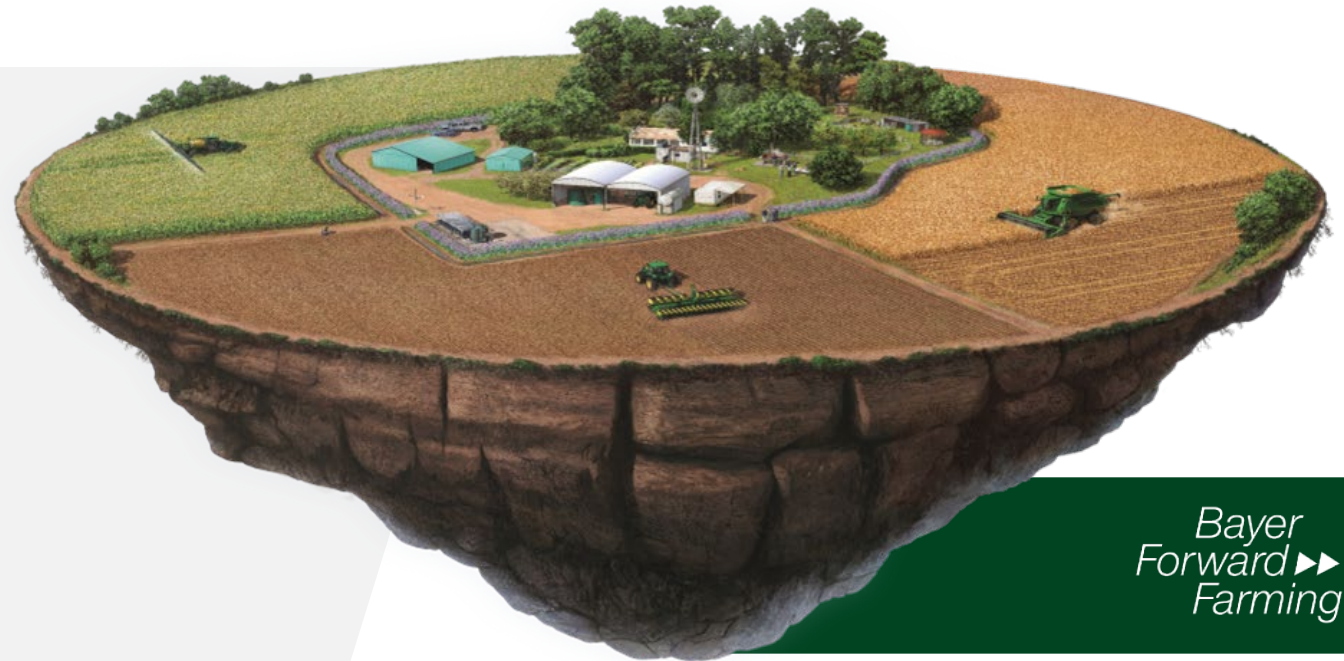
carbon sequestration
(Kg CO2/HA)

+40%

system biomass
production

-15%

less sprays



Bayer
Forward
Farming

Graphical depiction of Bayer Forward Farm in Pergamino, Argentina

Farmer expanded regenerative farming practices to 1,000 HA rented land after seeing these results

¹Since 2015, Agricola Testa has been certified in Good Agricultural Practices in sowing, spraying and harvesting. Results shown here depict the improvements achieved from adoption of no-till agriculture, crop rotation, inclusion of winter & cover crops, implementation of digital agriculture, selection of top performing germplasm, biotechnology traits, a balanced fertilization strategy and monitoring pests for defined control timing practices, from 2019 to 2022 at Bayer's Forward Farm, Agricola Testa, located in Pergamino, Argentina.



Science for a Better Life

The logo for "regenerative growth" features a stylized green plant with two leaves growing from the top of the letter "r".

**regenerative
growth**

**Vision for Sustainable &
Regenerative Agriculture**

Crop Science Innovation Summit

June 20, 2023

Frank Terhorst // Head of Strategy & Sustainability, Bayer Crop Science

Jeremy Williams, PhD // Head of Digital Farming Solutions



Vision: North America Farm of the Future

Year-Round Cropping to Restore the Soil, Sequester Carbon and Improve Productivity & Profitability



John

Location: Illinois

Size: 5,000 acres

Crops: Corn, Soybeans, Covercress

Current Needs

- // Improved decision-making in crop planning and management
- // Effective management of rising input costs, volatility for fertilizers
- // New revenue opportunities
- // Maintaining healthy & productive soil for the long run
- // Contributing to sustainable farming without sacrificing returns

Bayer's Unique System of Solutions

- // Preceon Smart Corn System
- // Next Gen Insect Control & Herbicide Tolerant Traits
- // Nitrogen-fixing seed treatment
- // Delaro fungicide



- // CoverCress (new crop opportunity)



- // HT4/HT5 Soybeans
- // Next Gen Broadacre Herbicide



- // Microsoft Azure
- // FieldView
 - // Seed Advisor
 - // Disease Management Advisor
 - // Multi-Season Crop Planner
 - // Outcome-based pricing

- // ForGround by Bayer

Features, Benefits, and Outcomes

- ✓ Industry-leading seeds & traits
- ✓ Most flexible, efficacious weed control
- ✓ Simplified, data-based decision making for crop management and precision application
- ✓ For short stature corn, crop management opportunity at later stage and less risk of losses from lodging/green snap
- ✓ Additional farm incomes from cover crops, opportunity from verifiable carbon offset credit
- ✓ Sustainable outcomes:
 - // Improved soil health
 - // Carbon sequestration
 - // Low-carbon oil for renewable diesel
 - // Reduced environmental impact from crop protection



Vision: LATAM Farm of the Future

Bayer's Leading Innovation Drives Increased Farm ROI and Improved Sustainable Outcomes in Large-Scale Operations



Ana

Location: Brazil
Size: 1,500 acres
Crops: Soybeans

Current Needs

- // Sustaining productivity with the latest, most advanced input technologies to address challenging tropical farm environment
- // Remaining competitive in export market with better cost efficiencies
- // Effective management of large-scale farming operations
- // Lower impact on the environment; reduced deforestation

Bayer's Unique System of Solutions



- // Monsoy Soybean Varieties
- // Next Gen Intacta Insect Control & Herbicide Tolerant Traits
- // Broad insect control seed treatment
- // Fox Family fungicide
- // Plenexos insecticide
- // Verango insecticide

- // Orbia

- // PRO Carbono
PRO Carbono Conecta
PRO Carbono Commodities

- // FieldView

Features, Benefits, and Outcomes

- ✓ Industry-leading seeds & traits
- ✓ Most flexible, efficacious weed control
- ✓ Simplified, data-based decision making for crop management and precision application
- ✓ For Orbia, convenient access to input solutions, agricultural & financial service providers, and commodities market
- ✓ Sustainable outcomes:
 - // Improved soil health
 - // Carbon sequestration
 - // Low-carbon oil for renewable diesel
 - // Reduced environmental impact from crop protection



Vision: EMEA Farm of the Future

Creating a Tomato Growing Environment that Enhances Nutrition, Conserves Water and Minimizes Crop Protection Use



Pablo

Location: Spain
Size: 50 acres
Crops: tomatoes

Current Needs

- // Adapting to shifting regulations on crop protection use & residue levels to serve both local & export markets
- // Improving productivity while becoming more resource-efficient, especially in water use

Bayer's Unique System of Solutions



- // DeRuitter hybrid tomato seeds
- // Serenade biological fungicide
- // Ambition plant activator
- // BioAct biological
- // Vynyty Press
- // Velum Prime

// Bayer NemaTool

// Bayer ResiYou

Features, Benefits, and Outcomes

- ✓ Varieties with better built-in disease resistance, higher yield potential
- ✓ Combination of chemical & biological crop protection solutions, with digital tools for verification, to be fully compliant with EU regulations
- ✓ Sustainable outcomes:
 - // Reduced environmental impact from crop protection



Vision: APAC Farm of the Future

Providing Sustainability Benefits to Rice Production for Farmers and the Environment while Improving Farmer ROI



Ramesh

Location: India

Size: 3 acres

Crops: rice

Current Needs

- // Managing rice production with scarce and increasingly expensive labor
- // Gaining more know-how on new & better technologies and practices
- // Increasing productivity while keeping costs manageable
- // Adapting to climate change with expected water scarcity

Bayer's Unique System of Solutions



- // Arize non-GM herbicide tolerant hybrid rice seeds for direct seeding
 - // Reatis & Evergol seed treatment
 - // Herbicides:
 - // Oxadiazon pre-emergent
 - Council early to mid-post
 - Next gen post-emergent
 - // Velum
 - // Next Gen insecticides
 - // Next Gen fungicide
-
- // FarmRise
-
- // Better Life Farming

Features, Benefits, and Outcomes

- ✓ From direct seeding, higher yield output using less labor, inputs, and time vs transplanting
- ✓ For FarmRise and Better Life Farming – access, know-how, & expertise on new technologies and practices, plus agricultural & financial service providers
- ✓ Additional incentives from verifiable carbon credits
- ✓ Sustainable outcomes:
 - // Lower carbon & methane emissions
 - // Reduced water use
 - // Reduced environmental impact from crop protection



Lead

with Regenerative Ag Solutions



Win

by being more grower centric

Our Strategic Priorities

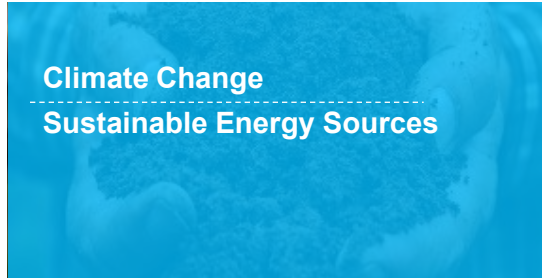
- 01** **Maintain Leadership** positions in our core markets
- 02** **Shape Regenerative Ag** by investing to increase food production, farm incomes and resilience in a changing climate, while renewing nature
- 03** **Digitally Enable Our Sales** to offer full crop system solutions, creating an outstanding customer experience
- 04** **Invest** in innovation **to Win** in new markets



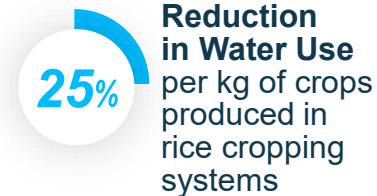
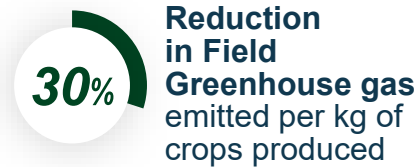
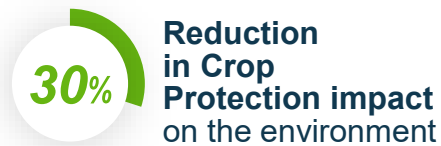


Innovative, Sustainable Solutions to Address Global Challenges

Global Challenges:



Our Sustainability Goals:

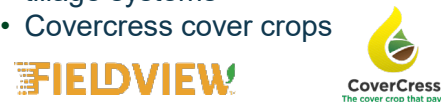


Our Solutions:

- Novel small molecules and biological solutions with reduced environmental impact
- Short stature corn to unlock additional yield potential by optimizing crop inputs



- Digital tools for carbon sequestration measurement, precise input application
- Next-gen herbicide tolerant traits to enable no-till/ conservation tillage systems
- Covercress cover crops



- High-performing rice seed
- Digital precision farming
- Innovative crop protection solutions for weed control in lieu of field flooding



- Arize dry-seeded rice varieties and hybrids
- Better Life Farming
- FarmRise Mobile App
- Food Value Chain Partnerships and BayGAP





Science for a Better Life



Our Innovation Investment

Crop Science Innovation Summit

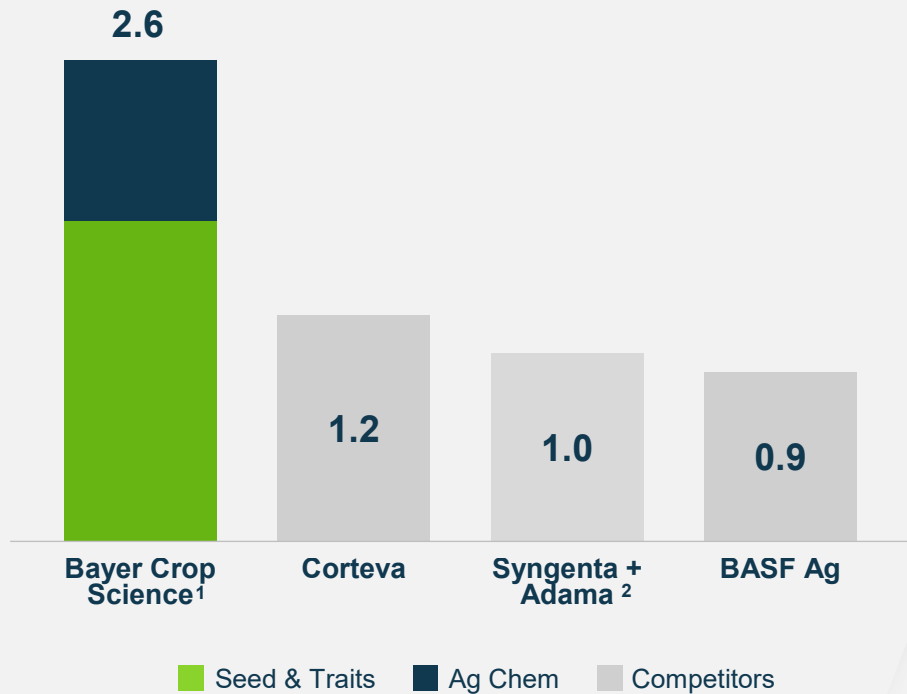
June 20, 2023

Bob Reiter, PhD // Head of R&D, Bayer Crop Science



Building the Farm of the Future with €2.6bn Annual R&D Investment

2022 Ag R&D Investment (€bn)



Top Talent:

>7,700
R&D employees³

>100
Key Collaborations

Providing Next Generation Solutions:

>500
Hybrids & Varieties
Deployed in '22

12
New Biotech Traits in
Development

>250
New Crop Protection
Registrations in '22

30-60
New Molecules in
Field Trials Annually



2022 reported results, exchange rate: FY 2022: ~1.05 USD/EUR; ¹ Bayer R&D expenses exclude special items; ² Represents the legacy Syngenta results plus Adama for FY'22; ³ Per Bayer annual report



Leaps by Bayer Technology Investments Expand R&D Reach

18 Distinct Investments in Sustainable Productivity and Improved Nutrition

Leap 03/ Reduce environmental impact of agriculture



Leap 07/ Provide next-generation healthy crops



Leap 08/ Develop sustainable protein supply



Leap 09/ Prevent crop and food loss



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



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

~50% of Peak Sales Incremental to Current Annual Sales

Other SBE²

- › Hybrid Wheat, ~€700m
- › Digital Platforms, HortiView
- › 100's of cotton varieties, 1000's of vegetable varieties/hybrids, canola hybrids and rice hybrids

Insecticides

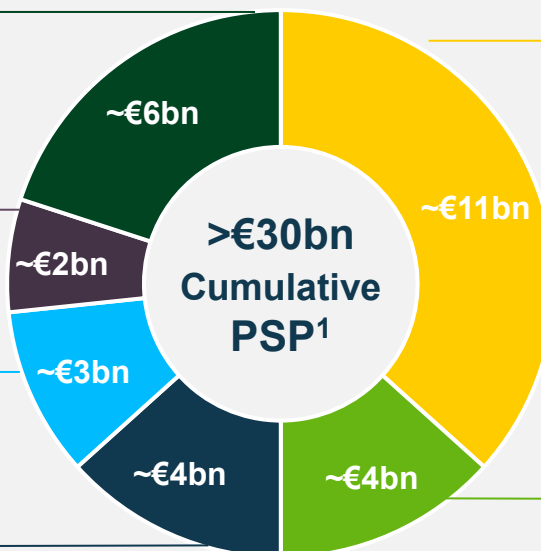
- › Plenexos Insecticide, ~€500m
- › Various LCM projects (formulations and mixtures)
- › Digital Farming Solutions Franchise Value

Fungicides

- › Next generation Fungicide Small Molecules, >€1.2bn
- › Various LCM projects (formulations and mixtures)
- › Digital Farming Solutions Franchise Value

Herbicides

- › New Herbicide Small Molecule, >€750m
- › Various LCM projects (formulations and mixtures)
- › Digital Farming Solutions Franchise Value



by Sales Reporting SBE

Corn S&T

- › Preceon Smart Corn System, >€1.5bn globally
- › Next Gen Corn Insect Traits (LEP4, 5, CRW4), >€1bn
- › 5th Generation Herbicide Tolerance in Corn
- › 1000's of new corn hybrids
- › Digital Farming Solutions Franchise Value

Soy S&T

- › 4th and 5th Gen Herbicide Tolerance Trait in Soybeans, >€1bn
- › 3rd and 4th Gen Insect Protection Trait in Soybeans, >€800m
- › 1000's of new soybean varieties
- › Digital Farming Solutions Franchise Value

Upside Opportunities:

- › Direct Seeded Rice
- › Corn Biotech Traits in new markets in Asia & Africa
- › New Herbicide Small Molecule, over-the-top label
- › Carbon Farming
- › ~€1.5bn Biologicals Sales Ambition

Phasing of €30bn PSP¹: 30% by 2032, 80% by 2037

¹ 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. Projects listed are only a subset of the pipeline.
SBE = Strategic Business Entity; LCM = Life Cycle Management; PSP = Peak sales potential

² "Other SBE" category includes seeds and traits, such as cotton, canola, wheat, OSR, rice, vegetable seeds and sugarbeets, plus digital platforms



Successfully Advancing Regenerative Ag Solutions for Farmers

15 Projects Advance in 2022; Hundreds of Seed Deployments and New Crop Protection Registrations

BREEDING

>500

New hybrids and varieties deployed across corn, cotton soybeans and vegetables

CHEMISTRY

>250 New crop protection registrations

10 New formulations launched

9 New actives advanced, including 2 launches

BIOTECH

2

New trait projects advanced in soybeans

DATA SCIENCE

4 New Digital Tools Launched

CLIMATE FIELD VIEW



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

SEEDS & TRAITS		CROP PROTECTION		DIGITAL FARMING
BREEDING	BIOTECH	CHEMISTRY	BIOLOGICALS	DATA SCIENCE
<ul style="list-style-type: none"> Leading germplasm libraries paired with advanced breeding and data science technology application <p>>3,500 unique field-testing locations</p> <p>>500 deployments in 2022:</p> <ul style="list-style-type: none"> >250 in corn ~150 in soybeans >90 in vegetables >10 in cotton 	<ul style="list-style-type: none"> Leading protein optimization technology with extensive protein libraries First-ever biotech trait for piercing and sucking insect protection <p>>65 trait products approved in 27 years – reaching ~300m acres annually</p> <p>~3bn datapoints generated by Precision Genomics team to deliver biotech traits and accelerate genetic gain</p> <p>12 next-gen. traits in development</p>	<ul style="list-style-type: none"> Strong discovery platform for molecules with new modes-of-action and differentiated profiles <p>100% Novel Mode of Action in early discovery</p> <p>30-60 molecules selected for field trials per year</p> <p>Expect ~90-100 new formulations to launch in the next decade</p> <p>Launched 15 new actives in past 15 years</p>	<ul style="list-style-type: none"> Open Innovation Model to deliver innovative and sustainable solutions to growers <p>>40 assets under evaluation for new collaborations or in-licensing</p> <p>>1,300 trials in 46 countries in 2022</p> <p>2 Multi-year strategic partnerships with Ginkgo Bioworks and Kimitec</p> <p>>60m acres in row crops, plus additional high value horticulture and vegetables acres</p>	<ul style="list-style-type: none"> #1 database of grower and field trial seed performance data in the industry <p>>115bn data points of product performance under real-world farmer management practices</p> <p>>220m subscribed acres across 23 countries</p>



Crop Science Executive Leadership Q&A



Rodrigo Santos

President,
Crop Science Division



Robert Reiter, Ph.D.

Head of R&D,
Crop Science Division



Jeremy Williams, Ph.D.

Head of Climate LLC and
Digital Farming Solutions



Frank Terhorst

Head of Strategy &
Sustainability,
Crop Science Division



Science for a Better Life

APPENDIX

The logo features the word "re" in a large, bold, green font. A stylized green plant with two leaves grows from the top of the letter "e". To the right of "re", the words "generating" and "growth" are stacked vertically in a white, sans-serif font.

re generating
growth

Appendix

Crop Science Innovation Summit

June 20, 2023



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	5th Generation Lepidoptera Protection 5th Generation Herbicide Tolerance Digital Disease Mgmt. - NA Seed Placement Digital Tool - NA	Short Stature Corn – Biotech Trait ³ 4th Generation Coleoptera Protection	Short Stature Corn – Breeding Approach 4th Generation Lepidoptera Protection Seed Density Digital Tool – EMEA Seed Density Digital Tool – LATAM	~€11bn
	Annual Germplasm Upgrades	Annual Germplasm Upgrades	Annual Germplasm Upgrades	Annual Germplasm Upgrades	
	Digital Disease Mgmt. - NA	Seed Placement Digital Tool – NA 4th Generation Insect Protection	3rd Generation Insect Protection 2nd Generation Soy Cyst Nematode resistance 4th Generation Herbicide Tolerance (HT4) (2,4-D and HPPD tolerance) 5th Generation Herbicide Tolerance (HT5) (PPO tolerance)	Vistive Gold Xtend	
Annual Germplasm Upgrades Soybean Native Resistance	Annual Germplasm Upgrades Soybean Native Resistance	Annual Germplasm Upgrades Soybean Native Resistance	Annual Germplasm Upgrades Soybean Native Resistance		
Canola/OSR Digital Disease Mgmt. - NA	Wheat Digital Disease Mgmt. - EMEA	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	Lygus and Thrips Control (ThryvOn Technology) - Stewarded Commercial Launch	~€6bn	
Wheat Annual Germplasm Upgrades	Wheat Annual Germplasm Upgrades	Wheat Annual Germplasm Upgrades	Wheat Annual Germplasm Upgrades		
Wheat Disease Package Upgrades	Wheat Disease Package Upgrades	Wheat Disease Package Upgrades	Wheat Disease Package Upgrades		
Cotton Annual Germplasm Upgrades	Cotton Annual Germplasm Upgrades	Cotton Annual Germplasm Upgrades	Cotton Annual Germplasm Upgrades		
Canola/OSR Annual Germplasm Upgrades	Canola/OSR Annual Germplasm Upgrades	Canola/OSR Annual Germplasm Upgrades	Canola/OSR Annual Germplasm Upgrades		
Veg- Annual Germplasm Upgrades	Veg- Annual Germplasm Upgrades	Veg- Annual Germplasm Upgrades	Veg- Annual Germplasm Upgrades		
Rice Annual Germplasm Upgrades	Rice Annual Germplasm Upgrades	Rice Annual Germplasm Upgrades	Rice Annual Germplasm Upgrades		
VEGETABLES and OTHER ⁴ Including Carbon Model					

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
SEED GROWTH ²			New Seed Treatment ✓ New Seed Treatment ✓		INS FUN ready mixture ✓ Redigo FS 25 ✓	
				Plenexos ✓ ✓ ✓	Vayego Duo ✓ Velum LCM ✓ Rice Plant Hopper ✓	~€2bn
					Luna Flexx ✓ Super Nativo ✓ ✓ Delaro Forte ✓	~€3bn
					Merlin Flexx / Adengo LCM ✓ Balance Flexx LCM ✓ Convintro ✓ New over-the-top herbicide ✓	Mateno Complete ✓ Council Family ✓ Ronstar One ✓ Mesosulfuron LCM ✓
INSECT. FUNGIC.	New Fungicide ✓	New Fungicide ✓	New Fungicide ³ ✓ ✓ ✓			
HERBICIDES	New AI Development New Herbicide ✓ New Herbicide ✓ ✓ New Herbicide ✓		New Herbicide ✓ ✓ ✓ New Herbicide ✓ New Herbicide ³ ✓			

✓ 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