

////////// Health for all, Hunger for none



BAYER
**CROP
SCIENCE**

Scaling Regenerative Agriculture

Capital Markets Day 2024

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Cautionary statements regarding forward-looking information

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Bayer Crop Science Strategic Agenda



**SCALE
REGENERATIVE AG**



Direct Seeded Rice Field



**DRIVE OPERATIONAL
EXCELLENCE**



Seed Chipper- Ankeny, IA



**DELIVER WORLD
CLASS INNOVATION**



Bayer Protected Culture Seed
Design Center - Petrolina, Brazil

// INDUSTRY LEADING FINANCIAL PERFORMANCE //



Our Vision Aspires to Address Global Challenges at Scale

Produce **50% More.**



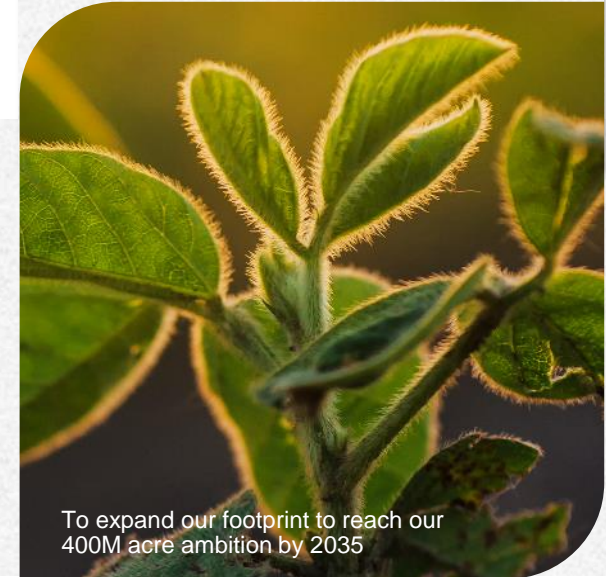
Required increase by 2050 to feed the world (FAO data)

Restore Nature.



To meet our 2030 sustainability commitments

Scale Regenerative Ag.



To expand our footprint to reach our 400M acre ambition by 2035



Sustainability Commitments¹

30%

Reduction in GHG emissions per kg of crops produced

30%

Reduction in crop protection impact on the environment

25%

Improvement of water use per kg of rice produced

100m

Empower 100m smallholder farmers

FAO= Food and Agriculture Organization; GHG= Greenhouse Gas; ¹ For detailed commitments see our Sustainability Report



Ag Input Market Growing Over Two Percent to Meet Demand

Potential to Double our Accessible Market Through Investments in Innovation in Adjacent Spaces

>100bn¹ EUR
2023 Global Ag Input Market

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

Crop Protection

Seed and Traits



>2x
opportunity

ADJACENT SPACES

- Biofuels
- Digital Platforms
- Carbon
- Crop Fertility
- Digital Marketplaces
- Precision Application

>2%

expected annual growth rate in crop protection and seed & traits market

¹ Company estimates

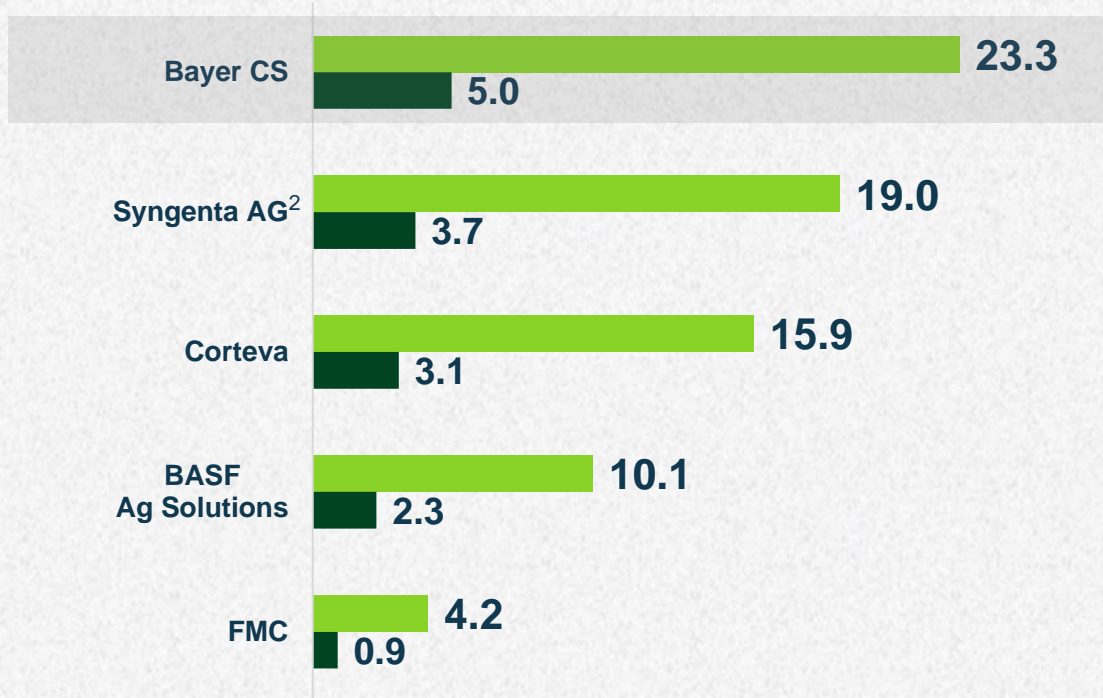


The Established Leader in Crop Science

Industry-Leader Outpacing Market and Peers in Core Business in 2023

GLOBAL LEADER IN AG INPUTS

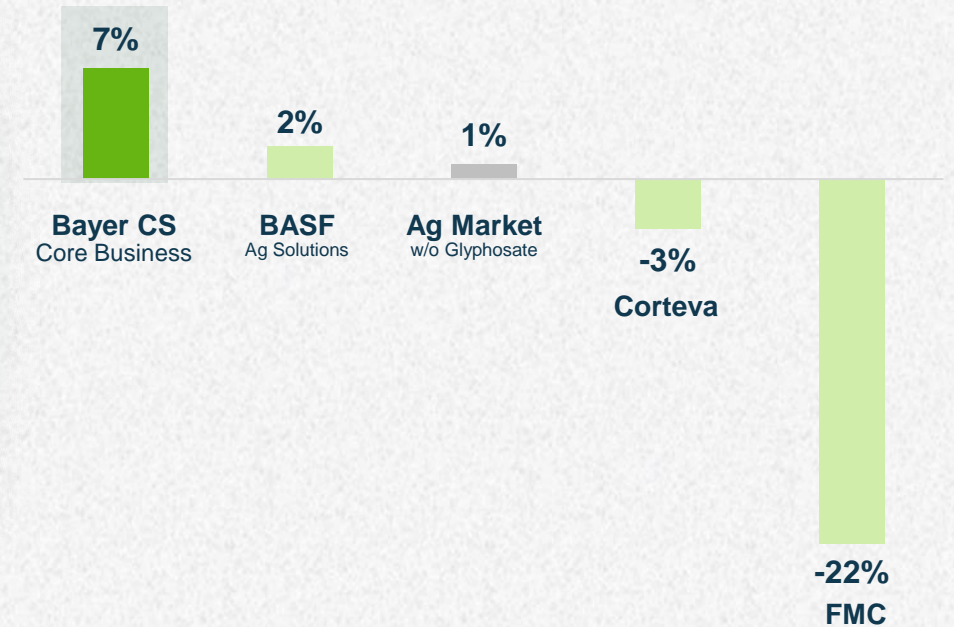
Sales / cEBITDA¹ (€bn) / FY 2023



OUT-PACING MARKET & PEERS³

with Core Business Sales Growth in 2023

FY 2023 cpa sales growth



¹ Company information; exchange rate: FY 2023: ~1.08 USD/EUR.;
² Syngenta AG as of FY'22, ~1.05 USD/EUR; ³ Syngenta not included as FY'2023 results were not yet published by March 5th, 2024.
 Core = Crop Science business excl. glyphosate-based herbicides



Growers Worldwide Recognize the Value We Deliver

#1 in Seed & Traits with Leading Crop Protection Portfolio

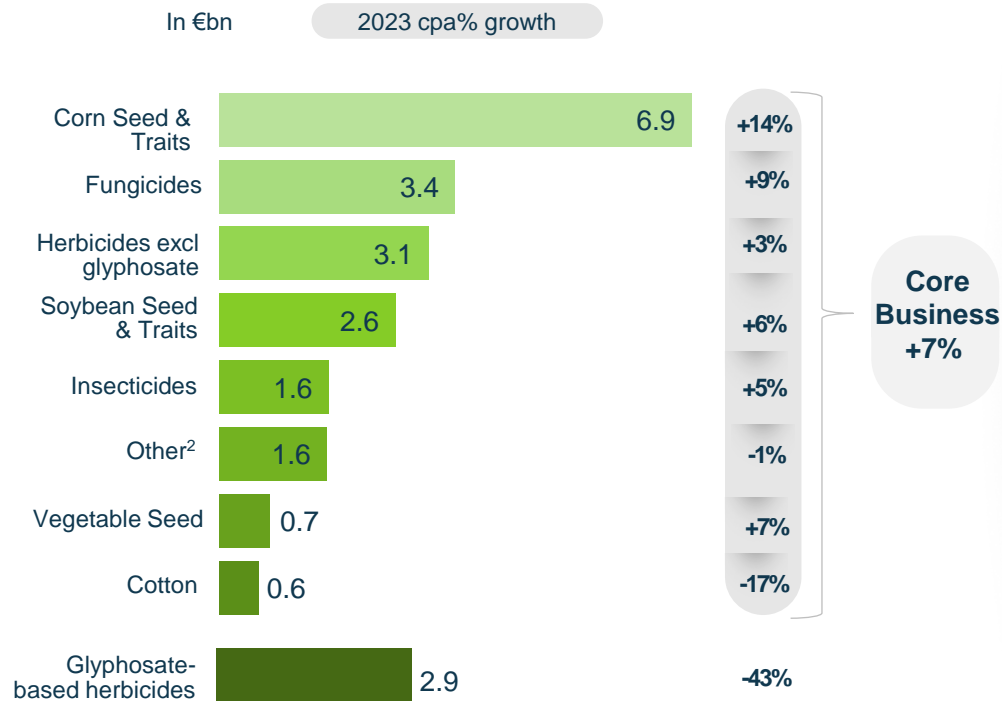
Market Position



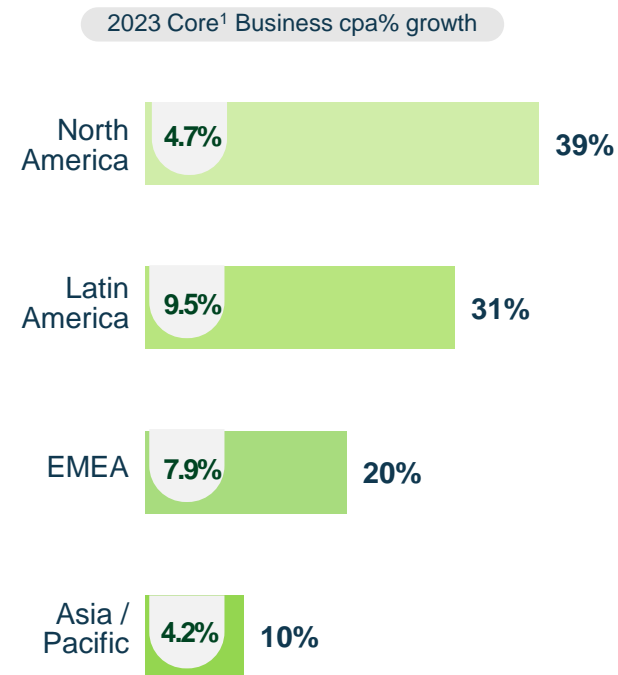
Bayer Crop Science 2023 Sales (€23.3bn)

- #1** Corn Seed & Traits
- #1** Herbicides
- #1** Soybean Seed & Traits
- #2** Fungicides
- #2** Vegetable Seed
- #3** Insecticides

SALES BY STRATEGIC BUSINESS ENTITY



SALES BY REGION



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

¹ Core business refers to Crop Science business excl. glyphosate-based herbicides; ² Other includes Environmental Science, Oilseeds, Other Seeds, SeedGrowth

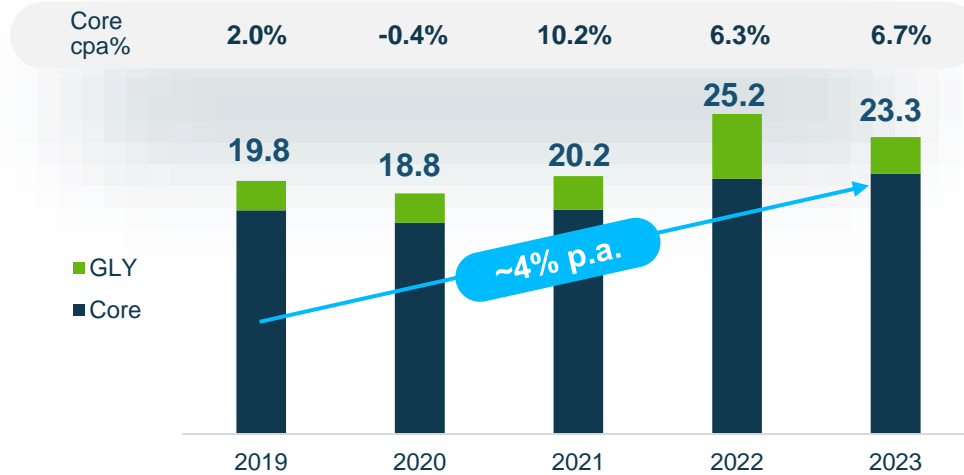


Pricing to Innovation in Our Core Business Powers Sales CAGR

Industry Leading EBITDA Despite Significant Cost Inflation

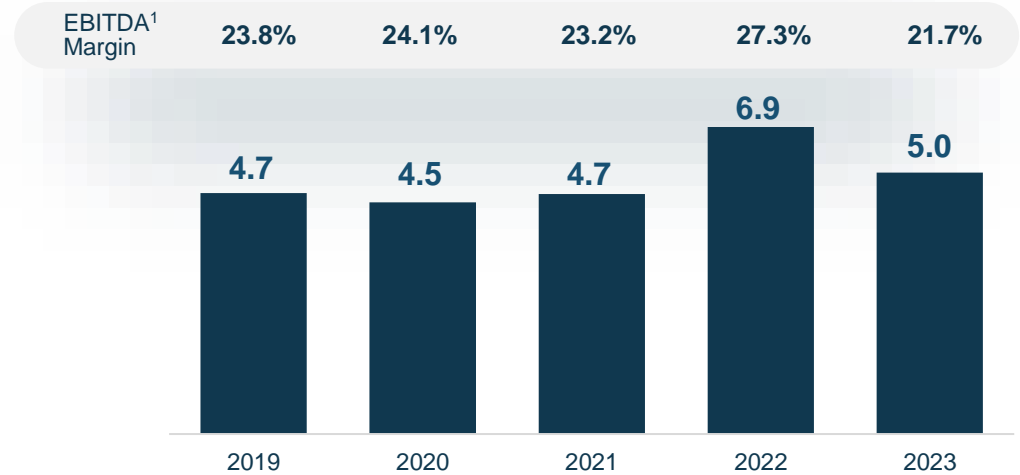
Bayer Crop Science Sales

Sales (€bn) / core cpa CAGR %



Bayer Crop Science EBITDA¹

EBITDA before special items (€bn) / margin%



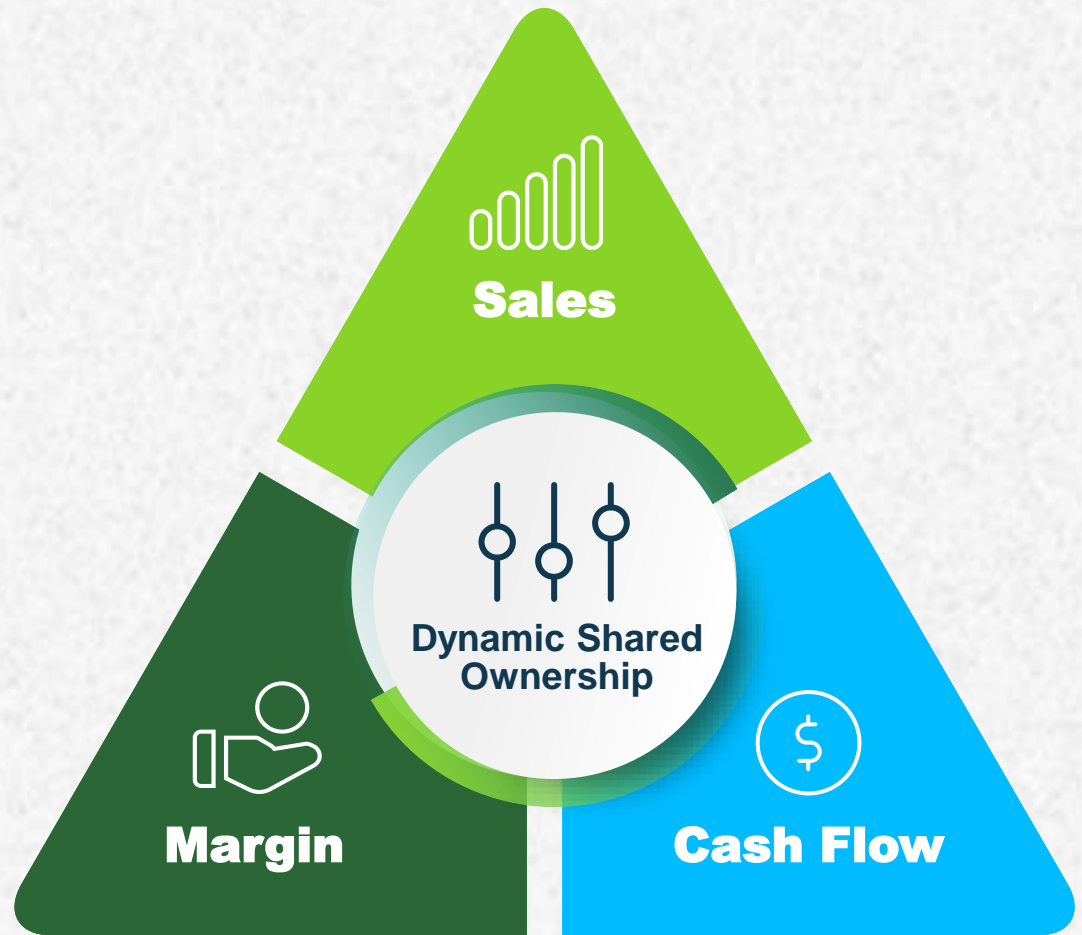
- Total division sales grew €3.5bn (~4% CAGR) '19-'23
 - **Core business** delivers ~4% CAGR '19-'23, mostly pricing from innovation
 - Glyphosate-based herbicide pricing out-performed in 2022; drove >€2.0bn sales growth before normalizing in 2023

- **Industry leading EBITDA¹**, despite >€2bn inflationary headwinds since 2020
- Higher glyphosate pricing due to reduced generic supply drove out-performance of EBITDA¹ and related margin in 2022

¹ Before special items
 Core = Crop Science business excl. glyphosate-based herbicides GLY = Glyphosate-based herbicides 2018: year of Monsanto acquisition, prior comparison not equivalent



Driving Operational Excellence to Outgrow the Market in the Core Business and Improve Profitability and Cash Generation



SALES



- Accelerated innovation and enablement of system solutions
- Optimized service to customers
- Reinvestment in growth opportunities

MARGIN



- Implement DSO driven organizational effectiveness and de-layering to generate personnel related savings
- Improve cost of goods and services in product supply

CASH FLOW



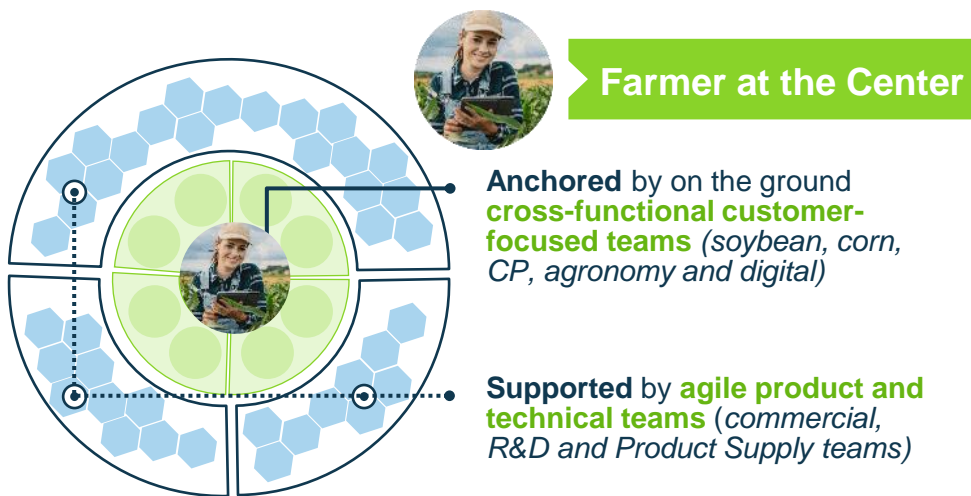
- Working capital to sales ratio improvement; focus on inventory
- Optimized CAPEX efficiency



DSO Anchored on Customer and Moving to Scale in 2024

Dynamic Shared Ownership Unlocks New Opportunity for Competitive Differentiation

DSO Operating Concept Anchored on Farmer



Dynamic and focused organization



Accelerated innovation



Increased share of farm

>450 Customer Mission Teams Implemented by End of 2024



Speed & Scale

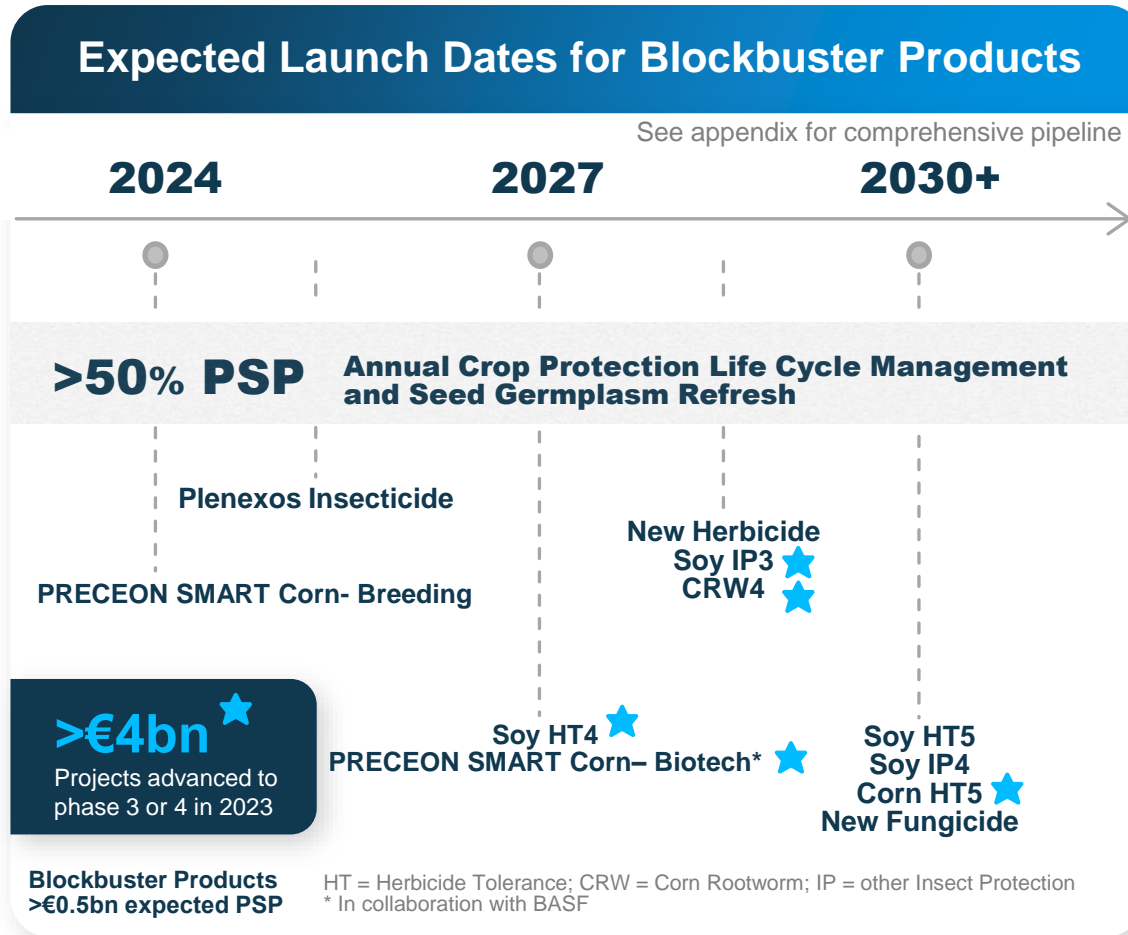
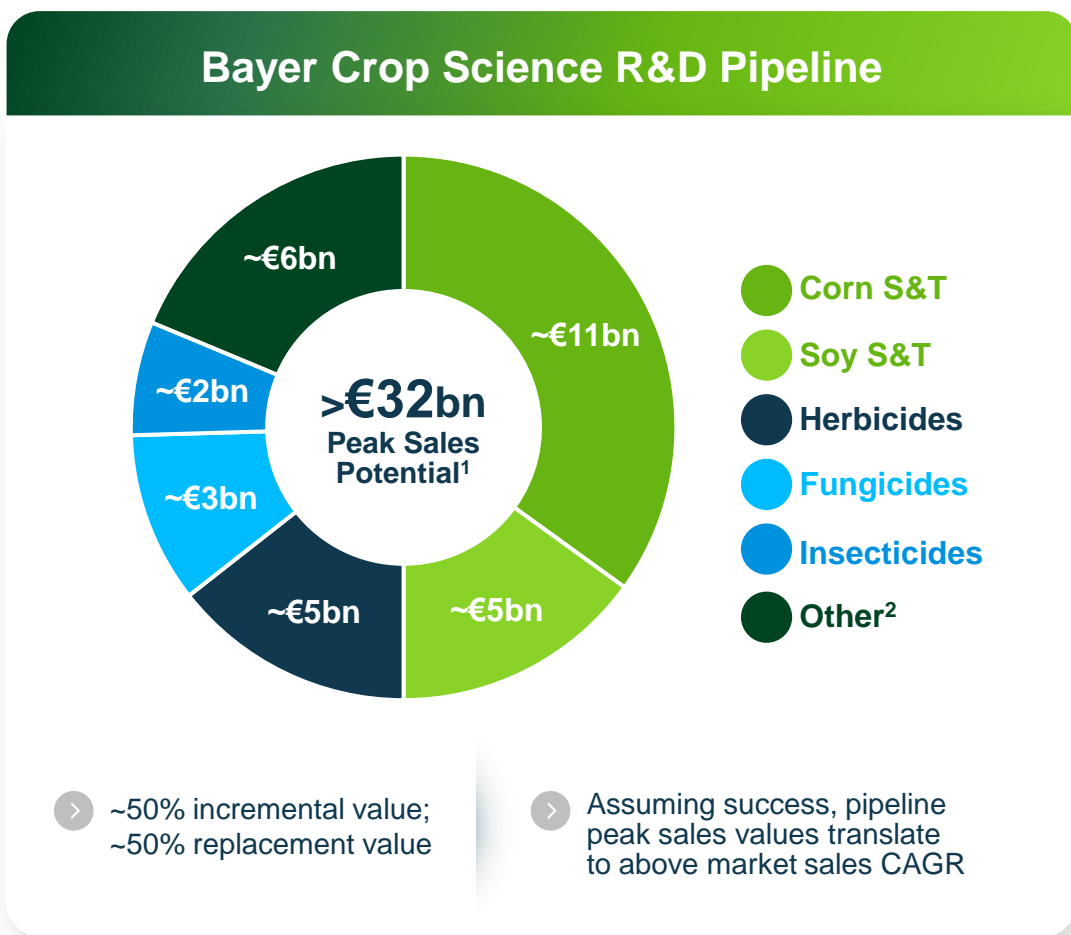
Ramping rapidly: ~50 customer-facing squads launched, with >450 planned by end of the year

LATAM frontrunners to start end of Q1/beginning Q2- following end of season



Extending Our Leadership Position Through Our Pipeline

>€32bn Peak Sales Potential; Ten Blockbusters Expected to Launch in Next Decade



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. Direct-seeded rice, carbon farming, corn biotech traits in Asia and Africa and ~1.5bn EUR sales ambition in biologicals are upsides.
² "Other" category includes seeds and traits, such as cotton, canola, wheat, OSR, rice, vegetable seeds and sugarbeets, plus digital platforms and SeedGrowth



Annual Portfolio Refresh Provides Foundation for Growth

Pricing and Sales Mix Opportunity Across Our Leading Global Footprint Enhanced by Digital Assets

ANNUAL SEED GERMPLASM REFRESH

~400-500

new seed **hybrids & varieties**
deployed **annually**

>400

hybrids and varieties
launched in **2023**

6 **row crops** and

>20 **fruit and vegetable** crops
in our **breeding programs**



CROP PROTECTION LIFE-CYCLE MANAGEMENT

~90-100

new **formulations** to
launch in the next decade

>190

crop protection
registrations in 2023

6

formulation
launches in 2023



Blockbuster Technologies for System Solutions Advancing

Ten Blockbuster Product Launches Anticipated in Next Decade; Five Advanced in 2023

PREC/EON™
SMART CORN SYSTEM

Preceon Smart Corn <7ft Traditional Corn 9-12ft

Phase IV ★
Biotech Trait *in collaboration with* **BASF**
We create chemistry

2024 Breeding: Targeted Commercial Introduction (NA)	2027 Biotech Launch
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>€1.5bn Peak Sales Potential¹

HT4
4th Gen Soybean
Herbicide Tolerance

IP3
3rd Gen Soybean
Insect Protection

Phase IV ★ **Phase IV** ★

2027 launch in NA	2028 launch in LATAM
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>€3bn Peak Sales Potential
Including subsequent next generation traits (HT5/IP4)

New Herbicide Molecule

First new mode of action in post emergence weed control in 30 years

Glyphosate Only Mix Partner + new Herbicide


Phase III

2028 launch

>€750m Peak Sales Potential



2024 Guidance and our Mid-Term Ambition Through 2026

	2023 In €bn	2024e at constant FX ¹
Net Sales	23.2	-1% to 3% ²
Core	20.3	1 to 4%
Glyphosate	2.9	-12% to -8% ³
<hr/>		
EBITDA margin <small>(before special items)</small>	21.7%	20% to 22%²
<hr/>		
Innovation		

 **Mid-Term**

Outgrow market in Core business⁴:

- // Annual industry-leading seed germplasm refresh
- // Crop protection life cycle management
- // Crop protection volume recovery

Improve profitability:

- // DSO personnel related savings and efficiencies
- // CP raw material cost reduction and supply chain optimization
- // Pricing to value for physical and digital innovation

Extend innovation leadership

- // Sustain annual portfolio refresh
- // Advance pipeline to enable ten blockbuster launches in ten years
- // Invest in adjacent spaces and new markets

Core = Crop Science business excl. glyphosate-based herbicides

¹ Reflects our 2024 guidance at the average actual currencies for 2023; ² Estimated FX impact of ~-2%, estimated EBITDA Margin FX impact not material (Currency assumptions based on month-end December 2023 spot rates (1 EUR=) 1.11 USD, 5.36 BRL, 7.87 CNY. Impact is calculated as difference to constant currencies = at average actual currencies for 2023); ³ Assumes pricing based on \$3.80/kg Chinese generic reference price (15 yr. median); ⁴ On a currency and portfolio adjusted basis



Delivering Regenerative Ag Solutions to Outperform the Market

> Vision to effectively **scale regenerative ag** and **expand market opportunity**

> **Established leader** growing core business across all regions

> **Renewed operational excellence** fueled by dynamic shared ownership

> **Industry leading pipeline** to widen competitive position

> **Attractive growth, profitability** and **cash generation** profile





Appendix



Crop Science: Seed & Traits and Digital R&D Pipeline

(Annual Update March 2024)

~€21bn
PSP

	Phase I	Phase II	Phase III	Phase IV	PSP
CORN SEED & TRAIT	Corn Disease Shield - NA	Corn LEP5 2nd Generation Seed Density Digital Tool - NA	Corn HT5 2nd Gen Seed Density Digital Tool – EMEA 2nd Gen Seed Density Digital Tool – LATAM	PRECEON Smart Corn - Breeding PRECEON Smart Corn – Biotech Trait ² Corn LEP4 CRW4	~€11bn
	Annual Germplasm Upgrades	Annual Germplasm Upgrades	Annual Germplasm Upgrades	Annual Germplasm Upgrades	
SOYBEAN SEED & TRAIT	Annual Germplasm Upgrades Soybean Native Resistance	Soy IP4 Digital Disease Mgmt. - NA Seed Placement Digital Tool – LATAM	2nd Generation Soy Cyst Nematode resistance Soy HT5 (6 Tolerances – Adds PPO) Seed Placement Digital Tool – NA	Soy IP3 Soy HT4 (5 Tolerances – Adds 2, 4-D and HPPD) Vistive Gold Xtend	~€5bn
	Annual Germplasm Upgrades Soybean Native Resistance	Annual Germplasm Upgrades Soybean Native Resistance	Annual Germplasm Upgrades Soybean Native Resistance	Annual Germplasm Upgrades Soybean Native Resistance	
VEGETABLES and OTHER ³ Including Carbon Model	Canola/OSR Digital Disease Mgmt. - NA	Wheat Digital Disease Mgmt. - EMEA Canola HT4	Sugarbeets 2nd Generation Herbicide Tolerance ¹ Cotton HT4 (5 tolerances – Adds 2, HPPD and PPO) Cotton IP4		~€5bn ³
	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	

Breeding
 Trait
 Digital Model

advanced to next phase
HT = Herbicide Tolerance
CRW = Corn Rootworm
LEP = Lepidoptera
IP = other Insect Protection

Projects listed here and included in the peak sales potential by segment do not include projects funded by our Leaps by Bayer investments; includes all advancements made in FY'23, updated Mar'24
PSP = Peak Sales Potential, 50% incremental; Expected to reach 30% of PSP by 2032, 80% of PSP by 2038 and remainder in 2039+; **Note that products are excluded from the pipeline PSP typically the year following launch**
¹ In collaboration with KWS; ² In collaboration with BASF; ³ "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 March 2024)

~€11bn
PSP

	Phase I	Phase II	Phase III	Phase IV	Life Cycle Management ¹	PSP	
SEED GROWTH ²			New Seed Treatment ✓	lbisio ✓	INS FUN ready mixture ✓ Ladoran ✓✓✓ Next gen. Potato Fungicide ✓		
	INSECT.	New Insecticide ✓ ✓	New Insecticide ✓ New Insecticide ✓		Plenexos ✓ ✓ ✓	Vayego Duo ✓ Fluopyram ✓	~€2bn
	FUNGIC.		New Fungicide ✓ New Fungicide ✓	New Fungicide ³ ✓ ✓ ✓		Nativo Plus ✓ ✓ Delaro Forte ✓	~€3bn
HERBICIDES	New AI Development 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 ✓ Council Family ✓ Ronstar One ✓ Mesosulfuron LCM ✓	~€5bn	

✓ 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'23, updated Mar'24; 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 2038 and remainder in 2039+; **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



▶ Sustainability Report



▶ Innovation Summit June 2023

