Bayer 2022: Delivering Value Creation

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Werner Baumann, CEO
June 6, 2019
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2
Global Megatrends in Health & Nutrition
Attractive Macro Drivers of Our Businesses

Megatrends through 2050

Societal Needs

Our Mission

Aging Population

Growing Population

Pressure on Ecosystems

People 60+ more than doubling

+2.2bn people

+50%

Secure sufficient supply of quality food

Pressure on Ecosystems

-17%

Harvest losses from climate change

Use natural resources more efficiently and responsibly

-20%

Significant loss in arable land per capita

>20% of total population

Secure sufficient supply of quality food

Preserve and restore health

Significant loss in arable land per capita

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

2 FAO 2017. (FAO Global Perspective Studies)
3 Nelson et. al, (2014); FAO 2016 “Climate change and food security”
Transformation into a Leader in Health & Nutrition – Next Phase to Deliver Future Value Creation

Past

- HealthCare
- Crop-Science
- Polymers
- Basic and Fine Chemicals
- Specialty Products
- Wolff Walsrode
- H. C. Starck
- Pharmaceuticals, Biological Products
- Consumer Care, Diagnostics
- Animal Health

Today

- Crop Science
- Pharmaceuticals
- Consumer Health
- Polyurethanes, Coatings, Fibres
- Plastics, Rubber

Group Profile

Measures

// Organic top-line growth and profitability improvement
// Transformational M&A in all of today’s businesses
// Synergies realized from strategic acquisitions
// Value crystallized through optimally-timed divestments

// Shaping the future of Health & Nutrition
// Adjusted set-up for future value creation
We are a Global Leader in Health & Nutrition

Well-Positioned Across Our Businesses

~€45bn 2018 Pro-forma Sales

**Crop Science**
~€19bn / ~43% of Group
#1 Position

- Growing ahead of competition over last five years on average
- Best-in-class profitability through the cycle
- Leading portfolio of seed & traits, crop protection and digital farming
- World-class R&D platform with best talent and technology in the industry
- Positioned to shape the future of agriculture: development of tailored solutions to address farmers’ individual needs and challenges

**Pharmaceuticals**
~€17bn / ~38% of Group
Leading Positions in Key Therapeutic Areas

- One of the fastest growing Pharma businesses over the past five years
- Xarelto and Eylea among the world’s leading Pharma brands
- Innovative medicines in areas of high unmet medical need
- Therapeutic focus areas: Cardiology, Oncology, Gynecology, Hematology and Ophthalmology
- Strong position in emerging markets
- Leading in Radiology and Women’s Health

**Consumer Health**
~€5bn / ~12% of Group
#2 Position

- Leading Positions in 7 of the Top 10 OTC Markets
  - Focus categories: Allergy & Cold, Cough, Sinus and Flu; Nutritional; Dermatology; Pain and Cardio; Digestive Health
  - Concentrated portfolio of 16 mega-brands with annual sales of >€100m

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1 The unaudited Pro-forma data are presented as if both the acquisition of Monsanto and the associated divestments had taken place as of January 1, 2018. Sales of Monsanto are presented in periods as per the Bayer fiscal year. One-time effects of business operations, the accounting for discontinued operations and the recognition and measurement of sales from certain business transactions have been adjusted in line with our accounting. Due to this simplified procedure, they explicitly do not reflect sales according to IFRS or IDW RH HFA 1.004, meaning they have not been audited.
FY 2018 – Sales Breakdown by Region

- **Group €39,586m**
  - Pharma €16,746m (42%*)
  - Crop Science €14,266m (36%*)
  - Consumer Health €5,450m (14%*)
  - Animal Health €1,501m (4%*)

- **Europe / Middle East / Africa**
  - 36%

- **North America**
  - 29%

- **Latin America**
  - 15%

- **Asia / Pacific**
  - 20%

Note: All figures are in € million; ∆% yoy, Fx & portfolio adj.; *Sales share; remaining 4% all other segments and corporate.
Pharma
Innovative Medicines in Areas of High Unmet Medical Need

Emerging markets include Latin America, Asia (w/o Japan, Australia, New Zealand), Africa and Middle East incl. Turkey, Eastern Europe
Crop Science
World’s Broadest Commercial Footprint in Agriculture

~7,800 Customer-facing Employees with Significant Opportunity to Optimize Portfolio Across Key Regions

Sales 2018¹

- North America: ~45%
- Latin America: ~25%
- Europe/Middle East/Africa: ~25%
- Asia Pacific: ~10%
- Europe: ~5%

Seed & Trait Technology Acres 2017/2018²:
>400m acres (160m ha)

- North America: ~45%
- Latin America: ~45%
- Europe/Middle East/Africa: ~5%
- Asia Pacific: ~5%

Crop Protection Sales 2018¹

- North America: ~25%
- Latin America: ~35%
- Europe/Middle East/Africa: ~25%
- Asia Pacific: ~15%

1 The unaudited Pro-forma data are presented as if both the acquisition of Monsanto and the associated divestments had taken place as of January 1, 2018. Sales of Monsanto are presented in periods as per the Bayer fiscal year. One-time effects of business operations, the accounting for discontinued operations and the recognition and measurement of sales from certain business transactions have been adjusted in line with our accounting. Rounded to the nearest 5%.

2 Internal estimates; represents acres containing at least one Bayer seed or biotech trait technologies.
Crop Science
The Established Leader in Crop Science
Industry Leading Sales and Unmatched Investment in R&D

Sales 2018 (€bn)

<table>
<thead>
<tr>
<th></th>
<th>Seed &amp; Traits</th>
<th>AgChem</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bayer Crop Science¹</td>
<td></td>
<td>19.3</td>
</tr>
<tr>
<td>ChemChina Ag²</td>
<td></td>
<td>14.4</td>
</tr>
<tr>
<td>Corteva</td>
<td></td>
<td>12.1</td>
</tr>
<tr>
<td>BASF Ag³</td>
<td></td>
<td>7.6</td>
</tr>
</tbody>
</table>

2018 Ag R&D Investment (€bn)¹

<table>
<thead>
<tr>
<th></th>
<th>Seed &amp; Traits</th>
<th>AgChem</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bayer Crop Science</td>
<td></td>
<td>2.3</td>
</tr>
<tr>
<td>Corteva</td>
<td></td>
<td>1.2</td>
</tr>
<tr>
<td>ChemChina Ag</td>
<td></td>
<td>1.1</td>
</tr>
<tr>
<td>BASF Ag</td>
<td></td>
<td>0.9</td>
</tr>
</tbody>
</table>

¹ The unaudited Pro-forma data are presented as if both the acquisition of Monsanto and the associated divestments had taken place as of January 1, 2017. Sales of Monsanto are presented in periods as per the Bayer fiscal year. One-time effects of business operations, the accounting for discontinued operations and the recognition and measurement of sales from certain business transactions have been adjusted in line with our accounting.
² Excludes non-agro business sales of ADAMA (nutritional supplements, aromatic products, industrial products)
³ Includes BASF Ag Sales 2018 as reported plus €1.4bn (€2.027m sales FY 2018 excluding €586m sales from Jan ‘18 until cut-off in Aug ‘18) reported sales in 2018 from Bayer businesses sold to BASF. Split between Seed and CP businesses based on internal estimates.
⁴ Exchange rate: FY 2018: ~1.18 USD/EUR
⁵ Competitor Pro-forma R&D cost split not available
Consumer Health
We Will Focus on our Core OTC Categories To Leverage our Science and Marketing Capabilities

Divestment of Rx Dermatology - US business closed; closing ex-US expected in H2 2019

Explore exit options for Sun- and Footcare in 2019

Sales Split 2018

Allergy + Cough + Cold
Nutritionals
Derma
Pain + Cardio
Digestive Health

Global Position

1 Excluding Derma Rx, Suncare, Footcare
2 PARS database January 2019
3 Subject to the fulfillment of customary closing conditions
Next Phase to Deliver Value Creation

### Transformation Completed
- Crop Science
- Pharmaceuticals
- Consumer Health

### Next Phase Focused on ...

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Growth ahead of competition in Health and Nutrition</td>
</tr>
<tr>
<td>2</td>
<td>Consistent profitability enhancement</td>
</tr>
<tr>
<td>3</td>
<td>Strong free cash flow generation</td>
</tr>
<tr>
<td>4</td>
<td>Disciplined capital allocation</td>
</tr>
</tbody>
</table>
### Bayer’s growth levers

<table>
<thead>
<tr>
<th>Bayer Group</th>
<th>Market</th>
<th>Bayer’s growth levers</th>
</tr>
</thead>
</table>
| **Crop Science** | Size 2017: ~€90bn<sup>1</sup> | - Leading portfolio of seed & traits, crop protection and digital farming  
- World-class R&D platform with best talent and technology in the industry  
- Positioned to shape the future of agriculture: Development of tailored solutions to address farmers’ individual needs and challenges |
| | CAGR 2018-2022: ~3%<sup>2</sup> | |
| **Pharmaceuticals** | ~€870bn<sup>3</sup> | - Innovative medicines in areas of high unmet medical need  
- Therapeutic focus areas: Cardiology, Oncology, Gynecology, Hematology and Ophthalmology  
- Leverage external innovation and partnering as well as pipeline and potential of current products |
| | 4-5% | |
| **Consumer Health** | ~€140bn<sup>4</sup> | - Branded self-care solutions that help transform people’s daily health  
- Focus on five core categories |
| | 3-4% | |

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<sup>1</sup> Pro-forma calculations Bayer, Bayer CS market model  
<sup>2</sup> excluding potential cyclical recovery of the Crop Science market  
<sup>3</sup> IQVIA  
<sup>4</sup> Market model in-market sales OTC medicines, data from IQVIA, Nicholas Hall
Bayer 2022 Synergy & Efficiency Programs

**Crop Science**
- Realization of Crop Science sales and cost synergies
  - ~€0.17bn (=$0.2bn) sales synergies\(^1\)
  - ~€0.47bn (=$0.55bn) cost synergies
- ~€0.40bn (=$0.45bn) cost synergies

**Consumer Health**
- Comprehensive growth acceleration program
  - ~€0.4bn contribution

**Pharmaceuticals**
- Re-alignment of R&D activities towards external innovation / Hemophilia production footprint
  - ~€0.2bn contribution

**Platform**
- Adjustment of corporate platform
  - ~€0.9bn contribution

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\(^1\) EBITDA before special items impact from sales synergies

\(^2\) Indicative Phasing: ~30% effective in 2020, ~70% in 2021 and 100% in 2022

Overall Contribution ~€2.6bn\(^2\)
Global FTE impact ~12,000
One-Time Cost ~1.7X
Targeting Significant Profitability Improvements Across All Divisions

Sales and EBITDA before special items (margin) development (in €bn, %)

<table>
<thead>
<tr>
<th>Division</th>
<th>2018 PF</th>
<th>2019 Guidance</th>
<th>Target 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crop Science</td>
<td>19.3</td>
<td>~4%</td>
<td>&gt;4% p.a</td>
</tr>
<tr>
<td>Pharma-ceuticals</td>
<td>16.7</td>
<td>~4%</td>
<td>~4-5% p.a.</td>
</tr>
<tr>
<td>Consumer Health</td>
<td>5.5</td>
<td>~1%</td>
<td>&gt;30%</td>
</tr>
<tr>
<td>Bayer Group</td>
<td>44.7</td>
<td>~4%</td>
<td>~4-5% p.a.</td>
</tr>
</tbody>
</table>

2022 targets at constant currencies, not including portfolio measures (except for Consumer Health)

1 Includes portfolio measures
Cash Flow Improvement Focusing on Capex and Working Capital Optimization

Capex spend in €bn

<table>
<thead>
<tr>
<th>Year</th>
<th>Intangibles</th>
<th>Fixed assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>1.5</td>
<td>9.3</td>
</tr>
<tr>
<td>2010</td>
<td>1.9</td>
<td>10.1</td>
</tr>
<tr>
<td>2012</td>
<td>2.2</td>
<td>12.0</td>
</tr>
<tr>
<td>2014</td>
<td>2.5</td>
<td>9.5</td>
</tr>
<tr>
<td>2016</td>
<td>3.1</td>
<td>14.1</td>
</tr>
</tbody>
</table>

in % of sales

- 2016: 4.3%
- 2010: 4.9%
- 2012: 5.7%
- 2014: 7.4%
- 2016: 7.0%

Focused CapEx below current levels ~ 5-6%

Annual contribution of ~0.5bn EUR by 2022
Past and current levels impacted by single large-scale investments in fixed assets
Licensing will continue to be an element to drive growth

Working Capital in €bn

<table>
<thead>
<tr>
<th>Year</th>
<th>Intangibles</th>
<th>Fixed assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>9.3</td>
<td>26%</td>
</tr>
<tr>
<td>2012</td>
<td>10.1</td>
<td>25%</td>
</tr>
<tr>
<td>2014</td>
<td>12.0</td>
<td>29%</td>
</tr>
<tr>
<td>2016</td>
<td>9.5</td>
<td>27%</td>
</tr>
<tr>
<td>2018</td>
<td>14.1</td>
<td>32%</td>
</tr>
</tbody>
</table>

in % of sales

- 2010: 26%
- 2012: 25%
- 2014: 29%
- 2016: 27%
- 2018: 32%

Working capital optimization ~ 32%

Annual contribution of ~0.5bn EUR by 2022
Focus on optimization of inventory levels and receivables management

1 Crop Science 48%, Pharmaceuticals 24%, Consumer Health 24%
Group Targets - Value Creation from Strengthened Base

Triple Leverage

<table>
<thead>
<tr>
<th></th>
<th>2018 PF</th>
<th>Guidance 2019</th>
<th>Target 2022</th>
<th>CAGR 2018-22²</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales¹</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Group</td>
<td>44.7</td>
<td>~46 (~4%)</td>
<td>~52</td>
<td>~4%</td>
</tr>
<tr>
<td>Crop Science</td>
<td>19.3</td>
<td>~4%</td>
<td></td>
<td>&gt;4%</td>
</tr>
<tr>
<td>Pharmaceuticals</td>
<td>16.7</td>
<td>~4%</td>
<td></td>
<td>~4-5%</td>
</tr>
<tr>
<td>Consumer Health</td>
<td>5.5</td>
<td>~1%</td>
<td></td>
<td>~2%</td>
</tr>
<tr>
<td><strong>EBITDA before special items (%)</strong></td>
<td></td>
<td></td>
<td></td>
<td>~9%</td>
</tr>
<tr>
<td>Total Group</td>
<td>~12.2 (~27%)</td>
<td>~16 (&gt;30%)</td>
<td>~16 (&gt;30%)</td>
<td>~9%</td>
</tr>
<tr>
<td>Crop Science</td>
<td>~25%</td>
<td>&gt;30%</td>
<td></td>
<td>&gt;30%</td>
</tr>
<tr>
<td>Pharmaceuticals</td>
<td>~34%</td>
<td>&gt;35%</td>
<td></td>
<td>&gt;35%</td>
</tr>
<tr>
<td>Consumer Health</td>
<td>~21%</td>
<td>~24%⁴</td>
<td>~24%⁴</td>
<td>~2%</td>
</tr>
<tr>
<td><strong>Core EPS (€)</strong></td>
<td>~6.8</td>
<td>~10</td>
<td>~10</td>
<td>~10%</td>
</tr>
<tr>
<td><strong>FCF</strong></td>
<td>~4.7³</td>
<td>~3-4</td>
<td>~8</td>
<td>~18%</td>
</tr>
<tr>
<td><strong>Net financial debt</strong></td>
<td>~35.7³</td>
<td>~36⁵</td>
<td>~26-28</td>
<td>~18%</td>
</tr>
</tbody>
</table>

²2022 targets at constant currencies, not including portfolio measures (except for Consumer Health)

¹ Sales: cpa growth; ² CAGR from 2018 base year; ³ as reported; ⁴ includes portfolio measures; ⁵ including around ~€1bn lease liability due to IFRS 16
We Have Clear Priorities for Capital Allocation

Focus on Shareholder Return, Innovation and Deleveraging

Disciplined capital allocation

- **Shareholder Return**
  - Growing dividends
  - Consider share buy backs with parts of divestment proceeds

- **Deleveraging**
  - Target range ~€26-28bn\(^1\) net financial debt by end 2022

- **Innovation & Acquisitions**
  - Investment in licensing opportunities
  - Potentially selective bolt-on acquisitions

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\(^1\) Before M&A / Portfolio

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Free Cash Flow Targeted

~€23bn

2019e-2022e

Divestment proceeds
We Will Create Significant Value Through 2022 and Beyond
Focus on Execution and Driving Sustained Profitable Growth…

1. We have completed Bayer’s portfolio transformation into a global leader in Health & Nutrition

2. The next phase is focused on driving value creation through (i) growth ahead of competition enabled by innovation and portfolio measures (ii) profitability enhancement through Bayer 2022 synergy and efficiency programs and (iii) strong cash generation

3. We target Sales, Core EPS and FCF CAGR* until 2022 of 4%, 10% and 18%, respectively

4. Strong FCF along with proceeds from divestments enable (i) growing dividends, (ii) quick deleveraging of our balance sheet and (iii) selective bolt-ons and in-licensing transactions

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2018e PF used for Sales and Core EPS; 2018e used for FCF
Q1 Results

Sales
In million €, ∆% yoy, Fx & portfolio adj.
Positive Fx effect of €108m

<table>
<thead>
<tr>
<th></th>
<th>Q1'18</th>
<th>Q1'19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>9,138</td>
<td>13,015</td>
</tr>
<tr>
<td>∆%</td>
<td>+42%</td>
<td>+45%</td>
</tr>
<tr>
<td>Fx effect</td>
<td>(+4% cpa)</td>
<td>(+4% cpa)</td>
</tr>
</tbody>
</table>

EBITDA
In million €, before special items
Negative Fx effect of €110m

<table>
<thead>
<tr>
<th></th>
<th>Q1'18</th>
<th>Q1'19</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA</td>
<td>2,896</td>
<td>4,188</td>
</tr>
<tr>
<td>∆%</td>
<td>31.7%</td>
<td>32.2%</td>
</tr>
</tbody>
</table>

Core EPS
In €, Cont. Operations

<table>
<thead>
<tr>
<th></th>
<th>Q1'18</th>
<th>Q1'19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core EPS</td>
<td>2.24</td>
<td>2.55</td>
</tr>
<tr>
<td>∆%</td>
<td>+14%</td>
<td></td>
</tr>
</tbody>
</table>

Free Cash Flow
In € million
Expanded CS business working capital need offset by positive PH and CH development

<table>
<thead>
<tr>
<th></th>
<th>Q1'18</th>
<th>Q1'19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Free Cash Flow</td>
<td>257</td>
<td>508</td>
</tr>
<tr>
<td>∆%</td>
<td></td>
<td>+98%</td>
</tr>
</tbody>
</table>

EBITDA Margin before special items
Divisional Q1 Results

**Crop Science**
- Sales: 2,861 (Q1'18) to 6,444 (Q1'19) (+6%)
- EBITDA: 1,042 (Q1'18) to 2,322 (Q1'19) (+100%)

**Pharma**
- Sales: 4,075 (Q1'18) to 4,354 (Q1'19) (+5%)
- EBITDA: 1,415 (Q1'18) to 1,512 (Q1'19) (+7%)

**Consumer Health**
- Sales: 1,409 (Q1'18) to 1,395 (Q1'19) (-1%)
- EBITDA: 313 (Q1'18) to 279 (Q1'19) (-11%)

EBITDA Margin before special items

EBITDA in million €, ∆% yoy, Fx & portfolio adj.
## FY 2019 Guidance Confirmed

<table>
<thead>
<tr>
<th></th>
<th>2018¹</th>
<th>Group Forecast 2019</th>
<th>Δ 2018 – 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>(at constant currencies)</td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>€39.6bn</td>
<td>~€46bn</td>
<td>+~16% (thereof +~12% portfolio)</td>
</tr>
<tr>
<td>EBITDA (before special items)</td>
<td>€9.5bn</td>
<td>~€12.2bn</td>
<td>+~28%</td>
</tr>
<tr>
<td>Core EPS</td>
<td>€5.94</td>
<td>~€6.80</td>
<td>+~14%</td>
</tr>
<tr>
<td>Free Cash Flow</td>
<td>€4.7bn</td>
<td>~€3-4bn</td>
<td>~(-15%) – (-36%)</td>
</tr>
</tbody>
</table>

Fx-sensitivity:

± 1% change of the € vs all other currencies =

+ ~€340m on Sales &

- ~€100m on EBITDA (before special items)

¹ Monsanto included since June 7 and assets divested to BASF included until August 2018
Progress in All Focus Areas

1. **Target Delivery**
   - Deliver on operational targets

2. **Crop Science**
   - Integration of acquired business to shape the future of agriculture

3. **Pharmaceuticals**
   - Further strengthening of pipeline and intensify external sourcing

4. **Consumer Health**
   - Drive performance improvement

5. **Efficiency / Bayer 2022**
   - Execute efficiency improvement program and realize synergies

6. **Portfolio Measures**
   - Execution of announced portfolio measures for sharpened business focus
Appendix
### FY 2019 Guidance: Further Growth Expected for All Segments

<table>
<thead>
<tr>
<th>Segment</th>
<th>Sales 2018</th>
<th>EBITDA-margin 2018 (before special items)</th>
<th>Sales Growth 2019 (at constant currencies)</th>
<th>EBITDA-margin 2019 (before special items)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crop Science</td>
<td>€14.3bn¹</td>
<td>18.6%</td>
<td>~4%</td>
<td>~25%</td>
</tr>
<tr>
<td>Pharma</td>
<td>€16.7bn</td>
<td>33.4%</td>
<td>~4%</td>
<td>~34%</td>
</tr>
<tr>
<td>Consumer Health</td>
<td>€5.5bn</td>
<td>20.1%</td>
<td>~1%</td>
<td>~21%</td>
</tr>
<tr>
<td>Animal Health</td>
<td>€1.5bn</td>
<td>23.9%</td>
<td>~4%</td>
<td>~24%</td>
</tr>
</tbody>
</table>

¹ Monsanto included since June 7 and assets divested to BASF included until August 2018; ² currency and portfolio adjusted
Pharma

Xarelto – Continued Growth of a Leading Anticoagulant

Sales in €bn

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>1.7</td>
<td>2.3</td>
<td>2.9</td>
<td>3.3</td>
<td>3.6</td>
</tr>
</tbody>
</table>

- Most broadly indicated anticoagulant for use in venous and arterial thromboembolic conditions
- A leading pharma brand with global sales of €5.2bn in 2018 incl. sales at Johnson & Johnson
- New CAD/PAD indication launching in EU and the US
- Peak sales potential: >€5.0bn
- Further growth driven by:
  - Under-served patient populations
  - Demographics
  - Shift from warfarin
  - New indications targeting patients currently not treated with anticoagulants

CAD: Coronary artery disease; PAD: Peripheral artery disease

1 Ex-US sales plus royalty from J&J as reported by Bayer
Pharma
Eylea – A Leader in Retinal Diseases

A leader in retinal diseases with global brand sales of €5.6bn in 2018 incl. sales at Regeneron¹

Approved for the treatment of 5 retinal diseases: wAMD, DME, BRVO, CRVO, mCNV

Treat and extend dosing regimen with injection intervals of up to 12 weeks or more for wAMD

Peak sales potential: >€2.5bn²

Further growth driven by:
- Continued generation of real-life experience in wAMD across key markets and treatment-naïve patient share gains
- Market expansion in DME

¹ Marketed by Bayer ex-US only; ² As reported by Bayer
wAMD: Wet age related macular degeneration; DME: Diabetic macular edema; BRVO: Branch retinal vein occlusion; CRVO: Central retinal vein occlusion, mCNV: Myopic choroidal neovascularization
## Pharma
### Late-stage Pipeline with Progress in Oncology

Darolutamide met Primary Endpoint in Phase III-trial and FDA-approval of Vitrakvi

<table>
<thead>
<tr>
<th>Indication</th>
<th>Status</th>
<th>Commercial Potential</th>
<th>Clinical Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Vitrakvi</strong></td>
<td>TRK-fusion Cancer</td>
<td>FDA approved / in registration</td>
<td>Clinical program ongoing</td>
</tr>
<tr>
<td><strong>Darolutamide</strong></td>
<td>Prostate Cancer</td>
<td>Filed (nmCRPC)</td>
<td>PSP &gt;€750m</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Phase III (mHSPC)</td>
<td>PSP &gt;€1bn</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Completed (ARAMIS, nmCRPC)</td>
<td>Clinical program ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Aug 2022 (ARASENS, mHSPC)</td>
<td>Completed</td>
</tr>
<tr>
<td><strong>Copanlisib</strong></td>
<td>Lymphoma</td>
<td>Launched in the US</td>
<td>PSP &gt;€1bn</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Phase III</td>
<td>PSP &gt;€0.5bn</td>
</tr>
<tr>
<td></td>
<td></td>
<td>May 2020 (CHRONOS-3)</td>
<td>Clinical program ongoing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sep 2021 (CHRONOS-4)</td>
<td>Clinical program ongoing</td>
</tr>
<tr>
<td><strong>Finerenone</strong></td>
<td>Diabetic Kidney Disease</td>
<td>Phase III</td>
<td>PSP &gt;€1bn</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>April 2020 (FIDELIO-DKD)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>June 2021 (FIGARO-DKD)</td>
</tr>
<tr>
<td><strong>Vericiguat</strong></td>
<td>Chronic Heart Failure</td>
<td>Phase III (HFrEF)</td>
<td>PSP &gt;€1bn</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Phase II (HFpEF)</td>
<td>PSP &gt;€1bn</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Jan 2020 (VICTORIA, HFrEF)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Dec 2019 (VITALY, HFpEF)</td>
</tr>
</tbody>
</table>

NTRK: Neurotrophic receptor tyrosine kinase; nmCRPC: Non-metastatic castration resistant prostate cancer; mHSPC: Metastatic hormone sensitive prostate cancer; HFrEF: Heart failure with reduced ejection fraction; HFpEF: Heart failure with preserved ejection fraction; PSP: Peak sales potential
## Consumer Health

**Strong Consumer Brands Built up Over Decades**

<table>
<thead>
<tr>
<th>Brand</th>
<th>Category</th>
<th>Age</th>
<th>Sales 2018</th>
<th>CAGR 2014-2018</th>
<th># of studies</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASPIRIN</td>
<td>Pain, Cardio, Cough &amp; Cold</td>
<td>120</td>
<td>€975m</td>
<td>3.0%</td>
<td>88</td>
</tr>
<tr>
<td>Claritin</td>
<td>Allergy</td>
<td>26¹</td>
<td>€516m</td>
<td>-1.0%</td>
<td>82</td>
</tr>
<tr>
<td>Bepanthen</td>
<td>Dermatology</td>
<td>75</td>
<td>€371m</td>
<td>7.0%</td>
<td>116</td>
</tr>
<tr>
<td>ALEVE</td>
<td>Pain</td>
<td>43¹</td>
<td>€351m</td>
<td>-0.9%</td>
<td>42</td>
</tr>
<tr>
<td>Alka-Seltzer</td>
<td>Digestive Health, Cough &amp; Cold</td>
<td>88</td>
<td>€225m</td>
<td>-1.2%</td>
<td>7</td>
</tr>
<tr>
<td>elevit</td>
<td>Nutritionals</td>
<td>35</td>
<td>€209m</td>
<td>20.9%</td>
<td>6</td>
</tr>
</tbody>
</table>

¹ Rx launch; ² Past 20 years of clinical data, as of December 2018
Consumer Health
US Turnaround Plan

Levers and key focus areas

People & Organization

- Increase category and brand building experience
- Drive leaner more agile organization

Winning Portfolio

- Focus our resources on categories where we can win

Accelerate growth-focused Innovation

- Rebuild innovation pipeline

Modernized Marketing & Sales

- Rebuild brand fundamentals
- Accelerate digital

First actions

- Right-size the organization
- New leadership team in place

- Divested Rx Dermatology
- Explore exit options: Suncare / Footcare

- Strengthen innovation for core brands
- Establish Rx-to-OTC switch pipeline

- Step up e-commerce
  - Amazon 2018e sales +60%
  - Online (8.3%) to offline (8.7%) share

Q4 2018
Q1 2019
H2 2018
2019
2020
2018
Consumer Health
Our Strategic and Operational Roadmap

2018 - Setting the foundation
- Put in new leadership team
- Make portfolio choices
- Initiate stricter cost control
- Make necessary impairments

2019 / 2020 - Driving rigorous change
- Execute portfolio choices
- Right-size cost base
- Recover product supply
- Regain momentum in APAC/EMEA
- Reset US cost base to strengthen margin

2021 / 2022 - Acceleration phase
- Drive higher innovation level
- Accelerate US growth momentum
- Capitalize on portfolio choices
- Realize full benefit of efficiency program

Strategic focus
- Stabilize growth
- Return to growth
- Accelerate growth

Growth
- Stop margin erosion through strict cost controls
- Improve margins
- Accelerate margins

Profitability
Crop Science
Leading Position in All Major Categories

Crop Science Market$^2$ Currently Valued at ~€90bn // ~3% Long-term CAGR Expected

1 Includes fruits, vegetables, flowers and nuts
2 Includes seeds, traits, crop protection chemistries and environmental science; does not include fertilizer
Note: Reflecting BCS’ portfolio after divestments. Market sizes rounded to nearest $5bn. Source: Pro-forma calculations Bayer; Bayer CS market model
Crop Science
Next Growth Opportunity: Convergence of Leading R&D Platforms

Extensive Germplasm and Biotech Foundation, Combined with Leadership in Chemistry and Biologicals and Data Science Optimization, Serves As Innovation Engine To Accelerate Benefits Across The Industry

Leading germplasm libraries in corn, soybean, cotton and vegetables

#1 field trial footprint

Breeding

Reach >350m acres annually

>20 new and next-generation traits in development

Biotech

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

30-60 molecules selected for field trials annually

Leader in formulation technology

Chemistry

>10,000 microbes screened in vitro annually

>80m acres of commercial products reached annually in row crops

Biologics

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

60m paid acres in U.S.A., Brazil and Europe represents industry’s leading platform reach

Data Science

Extensive Germplasm and Biotech Foundation, Combined with Leadership in Chemistry and Biologicals and Data Science Optimization, Serves As Innovation Engine To Accelerate Benefits Across The Industry

Best positioned to discover, combine and tailor solutions for growers
Crop Science
FieldView: The Leading Brand and Platform for Growers

Our Value Creation is Supported by our Performance Trends; Paid Acres >7x Closest Competitor

Global Paid Acres

- FY15: 5m
- FY16: 15m
- FY17: >35m
- FY18e: 60m
- FY19 Target: 90m

#1 platform in the digital Ag space

>35 next-generation projects in the pipeline

Brand Health (U.S.)

- Awareness: 77%
- Familiarity: 65%
- Consideration: 44%
- Have Used: 37%
- Currently Use: 33%

#1 brand in the digital Ag space

1 Internal estimates
2 2018 Brand Health Monitor
Thank you