Cautionary Statements Regarding Forward-Looking Information

This presentation may contain forward-looking statements based on current assumptions and forecasts made by Bayer management.

Various known and unknown risks, uncertainties and other factors could lead to material differences between the actual future results, financial situation, development or performance of the company and the estimates given here. These factors include those discussed in Bayer’s public reports which are available on the Bayer website at http://www.bayer.com/.

The company assumes no liability whatsoever to update these forward-looking statements or to conform them to future events or developments.
Bayer: A Global Leader in Health and Nutrition
Well Positioned to Create Value in Growing Markets using Science to Address Societal Megatrends

Bayer Group Sales

Market Size

Crop Science

~€100bn

Pharmaceuticals

~€1,000bn

Consumer Health

~€150bn

Bayer: A Global Leader in Health and Nutrition

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

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Crop Science

~€100bn

Pharmaceuticals

~€1,000bn

Consumer Health

~€150bn

1Source: Company Estimates
2Source: IQVIA MIDAS MAT Q3-20
3Source: Nicholas Hall & Company DB6

// Bayer AG /// Investment Case /// May 2021
Global Megatrends in Health & Nutrition
Attractive Macro Drivers of Our Strategy and Underpin the Need for Innovation

Megatrends through 2050

Societal Needs

Our Mission

Pharma/Consumer Health

Growing Population

Aging Population

Crop Science

Pressure on Ecosystems

People 60+ more than doubling\(^1\)

+2.2bn people\(^1\)

+50%

Secure sufficient supply of quality food

Preserve and restore health

Secure more food and feed required to meet growing demand\(^2\)

Harvest losses from climate change\(^3\)

Use natural resources more efficiently and responsibly

Pressure on Ecosystems

-17%

-20%

Significant loss in arable land per capita\(^4\)

\(^1\) 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”


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

\(\text{ }\)
Leadership and Innovation Set the Course for Our Future Growth

Key Growth Drivers

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

Crop Science Innovation Pipeline

- **Annual R&D Investment:** €2.0bn
- **Key Current Launch Products:**
  - Short Stature Corn
  - Soybean Herbicide Trait Stack with Five-Tolerances
- **Key Mid-/Late-Stage Pipeline Opportunities:**
  - SmartStax PRO
  - Delaro (Complete)
  - Fox Supra (Indiflin®)¹

Pharmaceuticals Innovation Pipeline

- **Annual R&D Investment:** €2.7bn
- **Key Mid-/Late-Stage Pipeline Opportunities:**
  - Finerenone
    - CKD in T2 Diabetes Patients
    - Heart Failure
  - Factor X(a) portfolio
    - Thrombo-embolic diseases
  - Elinzanetant (KaNDy NT-814)
    - Vasomotor symptoms during menopause
  - P2X3 Receptor Antagonist
    - Multi-indication opportunity

¹ In collaboration with Sumitomo

Note: Subject to regulatory approvals and pending registrations. Represents a subset of the pipeline.
Profitable Growth Expected in the Mid-Term

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

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

At constant currencies

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021e</th>
<th>2021e</th>
<th>2024e</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>41.4</td>
<td>42 - 43</td>
<td>40 - 41</td>
<td>43 - 45</td>
</tr>
<tr>
<td>Core EPS</td>
<td>6.39</td>
<td>6.10 - 6.30</td>
<td>5.60 - 5.80</td>
<td>7.00 - 7.50</td>
</tr>
<tr>
<td>Free Cash Flow</td>
<td>1.3 -3 - 4*</td>
<td>-3 - 4*</td>
<td>-3 - 4*</td>
<td>~5**</td>
</tr>
</tbody>
</table>

At month-end Dec’20 rates

---

Enable growth

Drive profitability

Focus on cash
New Transformation Program with Gross Contributions of >€1.5bn
Expect Partial Reinvestment to Drive New Opportunities; Remainder to Drive Margin Expansion

- Implementation of Bayer 2022 ahead of plan
- We accelerate our transformation to become leaner and more agile
  - Divisions and Enabling Functions
  - Improving our go-to-market models
  - Strengthening our digital and data capabilities
  - Structural measures and optimization of external spend
- Going forward, we will keep you updated and jointly implement and track both programs

* Gross contributions will be partially re-invested to fuel growth and are included in our guidance for 2021-24
  Note: One-time costs in same magnitude as for Bayer 2022 (1.7x the total contribution)
Focus on Cash Generation Now 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

ES: Environmental Science
Disciplined Capital Allocation to Delever, Pay Dividends and Invest
Expect Net Debt to Increase in 2021 with Planned Settlements and Return to €28-30bn by 2024

Capital allocation priorities

- Deleveraging
- Rating target: A category

- Dividends
- Pay-out range: 30-40% of cEPS

- External growth investments
- Bolt-on M&A, Leaps

Net financial debt development

- 2020: €2.8bn
- 2021*: €3.0bn
- 2024*: €2.8bn

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

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

**Help more PEOPLE thrive: Drive growth in underserved regions**

- Support 100m¹ smallholder farmers in LMIC²
- Provide 100m¹ women in LMIC with access to modern contraception
- Expand access to self-care for 100m¹ people in underserved³ communities

**Decrease ECOLOGICAL footprint: Drive growth through sustainable resource use**

- Climate neutrality at own sites + reduced emissions in our supply chain
  - 42%¹ reduction target for Scope 1 & 2
  - 12.3%¹ reduction target for Scope 3
  - + Net Zero emission target until 2050 in line with long term goal of Paris Agreement (Scope 1, 2 & 3)⁴

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

---

¹ LMIC: low and middle income countries - All countries included in the World Bank list as per 1 July 2019.
² Baseline(2019). Numbers reflect people; preliminary figures; pending external audit: ~42m smallholder farmers; ~38m women; ~41m people; 3.7m tCO₂e for Scope 1&2; 10m tCO₂e for Scope 3.
³ Underserved - Economically or medically.
⁴ Scope 1: emissions from own operations; Scope 2: emissions from purchased energy; Scope 3: emissions along the value chain
We are a global leader in Health & Nutrition that addresses societal megatrends.

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

We expect to translate innovation into profitable mid-term growth.

We expect to improve our profitability by accelerating our transformation.

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

We have integrated sustainability in our business strategy and incentive systems.
Science for a Better Life
Shaping the Future of Agriculture

Investment Case
May 2021 / Bayer AG
Shaping the Future of Agriculture

1. Market & Position
2. Strategy
3. Operational Performance
4. World-Class Innovation
5. Digital Transformation
6. New Standards in Sustainability
7. Financial Targets
The Established Leader in Crop Science

Industry Leading Sales, Profitability and Unmatched Investment in R&D to Fund Future Growth

**Largest in Sales**

<table>
<thead>
<tr>
<th>Total Sales(^1) (€bn)</th>
<th>Bayer</th>
<th>Syngenta + Adama(^2)</th>
<th>Corteva</th>
<th>BASF</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>10.2</td>
<td>16.2</td>
<td>12.5</td>
<td>7.7</td>
</tr>
</tbody>
</table>

**Highest Profitability**

<table>
<thead>
<tr>
<th>EBITDA(^1) (€bn) / EBITDA(^1) Margin (%)</th>
<th>Bayer</th>
<th>Syngenta + Adama(^2)</th>
<th>Corteva</th>
<th>BASF</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4.5</td>
<td>3.2</td>
<td>1.8</td>
<td>1.7</td>
</tr>
<tr>
<td></td>
<td>24.1%</td>
<td>19.6%</td>
<td>14.7%</td>
<td>21.9%</td>
</tr>
</tbody>
</table>

\(^1\) Company information: exchange rate: FY 2020: ~1.14 USD/EUR. EBITDA before special items. FY2020 sales

\(^2\) Represents the legacy Syngenta results plus Adama
Global #1 in Seed & Traits with Leading Crop Protection Portfolio

Product areas – Bayer Crop Science
€18.8bn

Sales by Region – Bayer Crop Science
€18.8bn

Market Positions¹

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

Product areas – Ag Input Market
~€100bn¹

Sales by Region – Ag Input Market
~€100bn¹

Key Products

Crop Protection:

Seed & Traits:

Digital:
Megatrends Drive Market Growth and Need for Innovation

Ag Market Remains Attractive with Expected ~3% CAGR\textsuperscript{\textdagger} to 2030

\textbf{Expected 10 Yr. Global Ag Input Market Growth Rate}

\begin{itemize}
  \item \textbf{3\% CAGR}
  \item ~€100bn\textsuperscript{\textdagger} \textsuperscript{\textdagger}
\end{itemize}

\textbf{2020E Global Ag Input Market}

\begin{itemize}
  \item Crop Protection
  \item Seed and Traits
\end{itemize}

\textbf{Demand}

\begin{itemize}
  \item More food, feed & biofuels\textsuperscript{\textdagger} needed
  \item \textbf{50\%}
  \item \textbf{10bn}
  \item More meat in developing nations\textsuperscript{\textdagger}
  \item \textbf{70\%}
\end{itemize}

\textbf{Supply}

\begin{itemize}
  \item Harvest losses from climate change\textsuperscript{\textdagger}
  \item \textbf{17\%}
  \item Ha of agricultural land loss annually
  \item \textbf{12m}
  \item Reduction in arable land per capita\textsuperscript{\textdagger}
  \item \textbf{20\%}
\end{itemize}

\textsuperscript{\textdagger} Source: Company estimates. Total of ~€100bn includes ~€6bn value of Environmental Science; graph does not.

\textsuperscript{\textdagger} Source: FAO 2017, The Future of Food and Agriculture, by 2050

// Bayer AG /// Investment Case /// May 2021
Four Core Pillars Anchor our Vision to Shape Agriculture
Plan to Out-Perform the Market and Expand Leadership in Innovation, Digital and Sustainability

1. Accelerate operational performance
2. Deliver world-class innovation
3. Pioneer the digital transformation
4. Set new standards in sustainability
A Clear Plan to Accelerate Growth and Outperform the Market

1. Deliver growth in crop protection sales through new products, integrated offerings
2. Grow corn seed & traits with annual portfolio refresh and new insect traits
3. Upgrade the Americas to next-gen soybean trait technology
4. Implement new vegetable seeds strategy and launch new traits in cotton to drive growth
5. Achieve planned 2022 synergies in 2021; accelerate with new efficiency program until 2024

Sales Growth\(^1\)  
~ 2%  
3% to 5%

EBITDA Margin\(^2\)  
~23%  
27% to 29%

\(^{1}\) Currency and portfolio adjusted
\(^{2}\) Before special items. Currency assumptions based on month-end December spot rates (1 EUR=1.23 USD, 6.37 BRL, 8.00 CNY, 127 JPY, 24.4 MXN, 91.9 RUB)
Innovation, Integrated Offerings Drive Crop Protection Growth

**Herbicides**
- Key New Products:
  - Corvus / Adengo in Corn
  - XtendiMax with VaporGrip Technology
- Integrated Offerings:
  - Bayer Plus in the U.S.
  - Alion/Provence in sugarcane/fruits

**Fungicides**
- Key New Products:
  - Fox Xpro and Fox Supra in soybeans in Brazil
  - iblon in cereals in EMEA
  - Delaro Complete in NA
  - Luna and Serenade (biologic) families in fruits & vegetables globally

**Insecticides**
- Key New Products:
  - Velum/Verango and Sivanto in horticulture
  - Vayego in APAC

Sales Growth by Region 2021-24:
- EMEA
- LATAM
- NA
- APAC

Sales Growth by Category 2021-24:
- Herbicides 3 to 4%
- Fungicides 6 to 7%
- Insecticides 6 to 7%

2020 Sales:
- €4.7bn
- €2.6bn
- €1.4bn

Volume 6 to 7%
Price 6 to 7%
New Products 3 to 4%

Company estimates, currency and portfolio adjusted.
Deploying New Corn Hybrids and Traits to Grow Sales

Expect 3-4% Sales CAGR 2020-'24 in Corn Seed & Traits

Mid-Term Key Growth Drivers in Corn

Deploying >150 new hybrids annually around the globe to grow leading germplasm share in corn key growing regions.

<table>
<thead>
<tr>
<th>Country</th>
<th>Market Pos.</th>
<th>Market Size</th>
<th>Germplasm Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>#1</td>
<td>~91m acres</td>
<td>&gt;50%</td>
</tr>
<tr>
<td>Mexico</td>
<td>#1</td>
<td>~20m acres</td>
<td>&gt;65%²</td>
</tr>
<tr>
<td>Brazil</td>
<td>#1</td>
<td>~48m acres</td>
<td>~30%</td>
</tr>
<tr>
<td>Argentina</td>
<td>#1</td>
<td>~18m acres</td>
<td>~60%²</td>
</tr>
<tr>
<td>Europe</td>
<td>#2</td>
<td>~60m acres</td>
<td>~20%</td>
</tr>
<tr>
<td>South Africa</td>
<td>#1</td>
<td>~6m acres</td>
<td>&gt;70%</td>
</tr>
</tbody>
</table>

Launching CRW3 as a part of VTPro4 and SmartStax Pro stacked offerings in the near-term; game-changing short-stature corn expected launch in the mid-term in the U.S. and Brazil.

Note: Size of market, market position and germplasm share measured as of 2020.
1 Eu27 + UK, Russia and Ukraine
2 In hybrid corn market only
3 Currency and portfolio adjusted
4 Bayer AG /// Investment Case /// May 2021
Upgrading the Americas to Next-Gen Soybean Trait Technology

Expect 1-2%\(^2\) Soybean S&T Sales CAGR 2021-'24, After Stabilizing in 2021 Transition Year

- **Bayer Soybean Trait Offerings:**
  - **South America**
    - Bayer Trait Offerings:
      - **LAUNCHING 2020**
        - ~85m acres
        - Insect Resistance & Glyphosate Tolerance
      - **2021**
        - 3rd Gen. Insect Control
      - **2028F**
        - HT4 Industry’s First Five-Tolerance Soybean Trait Stack
      - **Bayer Soybean Trait Offerings:**
        - Glyphosate & Dicamba Tolerance
        - Adds Mode of Action for Insect Resistance & Dicamba Tolerance
        - Brazil Only
        - Adds Glufosinate Tolerance to Roundup Ready 2 Xtend
        - Adds 2,4-D, HPPD tolerance to XtendFlex

1. Launch timing reflects Brazil
2. Currency and portfolio adjusted

---

*Expect 1-2%\(^2\) Soybean S&T Sales CAGR 2021-'24, After Stabilizing in 2021 Transition Year*
R&D Investment Powers Industry-Leading Portfolio
Shaping the Future of Agriculture with Sector’s Most Productive Innovation Platform

Ag R&D Investment (€bn)\(^3\)

- **Bayer Crop Science**: 2.0
- **Syngenta + Adama\(^1\)**: 1.2
- **Corteva**: 1.0
- **BASF Ag**: 0.8

**#1 R&D Platform in Crop Science**

- Fueled by ~7,100 R&D employees\(^2\) in >50 countries

---

\(^1\) Represents the legacy Syngenta results plus Adama. Excludes non-agro business sales of ADAMA (nutritional supplements, aromatic products, industrial products). Syngenta Group formal reporting did not begin until H1 2020.

\(^2\) Includes permanent and temporary employees

\(^3\) Company information; exchange rate: FY 2019: ~1.14 USD/EUR. 2020 Reported results for all companies except Syngenta = 2019 reported results. Bayer R&D excludes impairment charges.
## Unmatched Innovation Pipeline is Set to Drive Growth

Total Pipeline Peak Sales Potential up to €30bn\(^2\); ~50% Incremental

<table>
<thead>
<tr>
<th>Peak Sales Potential</th>
<th>Expected Ongoing Refreshment</th>
<th>Select Planned Product Launches</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Corn S&amp;T</strong></td>
<td>~€10-11bn</td>
<td><strong>Short Stature Corn Hybrids</strong></td>
</tr>
<tr>
<td>150+</td>
<td>New Hybrids Commercialized Annually</td>
<td><strong>SmartStax PRO</strong></td>
</tr>
<tr>
<td>Soybean S&amp;T</td>
<td>~€4-5bn</td>
<td><strong>VTPRO 4</strong></td>
</tr>
<tr>
<td>150+</td>
<td>New Varieties Commercialized Annually</td>
<td>Short Stature Corn Hybrids</td>
</tr>
<tr>
<td>Herbicides</td>
<td>~€3bn</td>
<td><strong>Soybean Herbicide Trait Stack with Five-Tolerances</strong></td>
</tr>
<tr>
<td>35+</td>
<td>New Formulation Launches in the next Decade</td>
<td>New Non-Selective PPO Herbicide(^1)</td>
</tr>
<tr>
<td>Fungicides</td>
<td>~€3bn</td>
<td><strong>New Mode of Action Herbicide</strong></td>
</tr>
<tr>
<td>20+</td>
<td>New Formulation Launches in the next Decade</td>
<td>New Fungicide for Asian Soybean Rust(^3)</td>
</tr>
<tr>
<td>Insecticides</td>
<td>~€2bn</td>
<td><strong>Decis Phoenix</strong></td>
</tr>
<tr>
<td>20+</td>
<td>New Formulation Launches in the next Decade</td>
<td><strong>Novel Mite Solution</strong></td>
</tr>
<tr>
<td>Other, Vegetable Seeds, Environmental Science</td>
<td>~€5-6bn</td>
<td><strong>Carbon Business Model</strong></td>
</tr>
<tr>
<td>130</td>
<td>Vegetable Hybrids/Varieties Commercialized Annually</td>
<td><strong>Belt Smart</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>4th Generation Bollgard Cotton Trait</strong></td>
</tr>
</tbody>
</table>

**Note:** Subject to regulatory approvals and pending registrations. Represents a subset of the pipeline. Launches are all approximates.

\(^1\) In collaboration with Sumitomo
\(^2\) Company estimate
\(^3\) Products not registered in all jurisdictions.
Short-Stature Corn Offers Transformational Shift in Production
Anticipated Fit on >220m Acres Enabled by Three Development Approaches

Field Plots Around the Globe Demonstrate Key Features and Benefits of Short-Stature Corn

Game-Changing Innovation
• Unparalleled 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

Digitally Optimized System
• Extended in-season crop access due to shorter height
• Supports tailored solutions with precise in-season crop protection

More Sustainable Future
• Potential to optimize use of key nutrients like nitrogen, as well as reducing land and water requirements
• Opportunity to plant at higher densities, as evidenced in Vitala commercial beta in Mexico

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

Iowa 2020 Trials Following Derecho Windstorm
Spray Rig in Short-Stature Corn Plot Jerseyville, IL
+35% Seed Density Planting Sinaloa, MX 2020

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

Bayer AG /// Investment Case /// May 2021
Digital Platform is Core To Driving Growth
Enabler of Tailored Solutions and New Business Models

1 Expand Industry-Leading Platform
- ~150m subscribed acres in 2020
- #1 brand in digital ag
- Operate in 23 countries
- Largest database of grower and field trial seed performance data in industry
- >70 partners on platform

2 Unlock Growth from New Digital Business Models

Tailored Solutions
- Showcasing portfolio strength
- Predicting seed & chemistry performance
- Partnering on outcomes

Carbon Farming
- Translating unique knowledge of on-farm practice into carbon credits

Smallholder Access
- Scalable, end-to-end smallholder support through value-chain partnerships & common data foundation

Envision 100% of 2030 Sales Enabled by Digital Enhancements and Increasingly Based on Partnered Outcomes

1 Includes sales projections from outcome based business models and carbon models only. Additional sales volumes of seed or crop protection as a result of tailored recommendations not considered in the estimate, nor are increased sales to smallholder farmers.
Setting the Standard for Sustainability and Biodiversity in Agriculture

Bayer’s 2030 Sustainability Commitments

Advancing a carbon-zero future for agriculture

- Climate-smart practices:
  - No-tillage
  - Highly Productive Crops
  - Cover Crops
  - Precision Agriculture
  - Optimize use of synthetic fertilizers through the use of microbes

Produce higher-yielding crops with fewer natural resources and inputs

- Climate FieldView for precision application of crop protection
- Resistant traits help to reduce crop protection use
- Develop and promote crop protection solutions with lower environmental impact

Empower 100 million smallholder farmers to access sustainable Ag solutions

- Enhancing social innovation (e.g. with Better Life Farming)
- Digital transformation with FarmRise
- Introduce new, higher-yielding, resource efficient rice hybrids

30% Reduction of field greenhouse gas emitted per kg of crops produced

30% Reduction in Crop Protection impact on the environment

100 million Smallholders benefit from access to products, services and partnerships

- Produce higher-yielding crops with fewer natural resources and inputs.
- Advancing a carbon-zero future for agriculture.
- Empower 100 million smallholder farmers to access sustainable Ag solutions.

Bayer’s 2030 Sustainability Commitments

- Produce higher-yielding crops with fewer natural resources and inputs.
- Advancing a carbon-zero future for agriculture.
- Empower 100 million smallholder farmers to access sustainable Ag solutions.

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- Empower 100 million smallholder farmers to access sustainable Ag solutions.
## Crop Science Mid-Term Targets

A Clear Plan to Outperform the Market and Expand Industry-Leading Profitability

### Sales / Sales Growth

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>cpa</th>
<th>At month-end Dec. 20 rates$^1$</th>
<th>2021e</th>
<th>2022-24e</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>€18.8bn</td>
<td>~ 2%</td>
<td>~€18bn</td>
<td>3% to 5%</td>
<td></td>
</tr>
</tbody>
</table>

### EBITDA Margin (before special items)

<table>
<thead>
<tr>
<th></th>
<th>At month-end Dec. 20 rates$^1$</th>
<th>2021e</th>
<th>2024e</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>24.1%</td>
<td>~ 23%</td>
<td>27% to 29%</td>
</tr>
</tbody>
</table>

### Divisional Drivers

#### CAGR cpa 2020-24$^2$

**Sales:**

- **3-4%**  
  - Herbicides: Xtendimax with VaporGrip Xtra recovery, Bayer Plus and other integrated offerings, pricing

- **6-7%**  
  - Fungicides and Insecticides: New products like Fox Xpro, iblon, Luna and Vayego, integrated offerings

- **3-4%**  
  - Corn S&T: New hybrids, VTPRO4 and SmartStax PRO traits

Decline in 2021, then:

- **1-2%**  
  - Soybean S&T: Transition in 2021, then grow thereafter with trait upgrades in the Americas

- **4-5%**  
  - Vegetable Seeds: New hybrids/varieties

- **1-2%**  
  - Other: ThryvOn Technology, U.S. and Brazil cotton, offset by loss of TSA sales to BASF

**cEBITDA:**

- Pricing lift from innovation and FX recovery in Brazil, augmented by new cost efficiency program; assumes Dec. 20 currency rates throughout plan.

---

qpa: currency and portfolio adjusted

$^1$Currency assumptions based on month-end December spot rates (1 EUR=) 1.23 USD, 6.37 BRL, 7.98 CNY, 126 JPY, 24.4 MXN, 91.5 RUB.

$^2$CAGR from 2020 base year.
Science for a Better Life
Transforming Pharma to Deliver Sustainable Long-term Growth

Investment Case
May 2021 / Bayer AG
Transforming Pharma to Deliver Sustainable Long-Term Growth

1. Market & Position
2. Strategy
3. Growth Drivers
4. Innovation
5. Sustainability
6. Financial Targets
Pharma: Focused on Therapeutic Areas with High Unmet Needs

Sales development
In €m

<table>
<thead>
<tr>
<th>Year</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>16,420</td>
<td>16,847</td>
<td>16,746</td>
<td>17,962</td>
<td>17,243</td>
</tr>
</tbody>
</table>

EBITDA margin development
In %, before special items

<table>
<thead>
<tr>
<th>Year</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Margin</td>
<td>32.0</td>
<td>33.9</td>
<td>33.4</td>
<td>32.6</td>
<td>34.9</td>
</tr>
</tbody>
</table>

Sales by region
In %, in 2020

- North America: 22%
- Latin America: 5%
- Asia / Pacific: 33%
- EMEA: 40%

Therapeutic areas
In %, based on sales 2020

- Cardiovascular: 37%
- Hematology: 14%
- Ophthalmology: 16%
- Oncology: 9%
- Radiology: 9%
- Women’s Health: 10%
- Other: 5%

Leading positions in key therapeutic areas

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

Top products
In €m, based on sales 2020

- Xarelto: 4,515
- Eylea: 2,468
- Mirena: 1,061
- JIVI: 851
- Yasmin: 670
We are Operating in a Rapidly Changing but Attractive Market Environment Driven by Megatrends and the Bio Revolution

**Pharma Market**

*Market Size 2020*¹

- **Japan** 7%
- **China** 8%
- **APAC** 9%
- **EMEA** 24%
- **Americas** 52%
- ~ €1,000bn

*Market CAGR 2020-24e*²

- 4 - 5%

**Market Dynamics**

**Opportunities**

- Aging and growing population megatrends
- Rising life expectancy and increased access to healthcare systems
- Accelerated digital transformation across the value chain
- Technological disruption by breakthrough science
- Shift from treatment to prevention and potential cure

**Challenges**

- Pressure on pricing
- Declining R&D productivity
- Increased pressure for value and real-world evidence

---

¹ Source: IQVIA MIDAS MAT Q3 2020
² Source: IQVIA Market Prognosis as of September 2020
The Transformation of Pharma is Underway

- Management team focused on improving existing structures and processes
- Realize full potential of products and pipeline to mitigate LoE impact and return to growth
- Re-allocate resources and shape financial profile to post LoE future
- Capitalize and build on investments in breakthrough innovation, espec. C&GT
- Challenge strategic direction of R&D - enhance focus on external innovation
Our Transformation is Guided by Five Strategic Focus Areas

**Strategic Focus Areas**

- **Portfolio and Pipeline**
- **Digital Health**
- **Cell & Gene Therapy**
- **Oncology**
- **China & US**

**Key Priorities**

- Maximize the value of the current portfolio and manage the loss of exclusivity for Xarelto & Eylea
- Deliver three new potential blockbusters from late-stage pipeline
- Build digital health solutions and 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
Bayer’s Long-Term Sales Projection Reveals Limited LoE Impact and Return to Sustainable Long-term Growth

**Value maximization**

**Xarelto LoE**

**Return to sustainable growth**

2020 Sales: €17.2bn
Margin\(^1\): 35%

Trough expected in 2024

Bayer Pharma Sales Projection

Market Estimate\(^2\)

---

\(^1\) EBITDA margin before special items
\(^2\) Consolidated estimates from seven major banks as of Jan. 2021
We Laid The Foundation for Long-term Growth at Pharma

Main Building Blocks of Post LoE Growth

**Late-stage Pipeline in CV & WH**
- **Verquvo**
  - PSP ~ €0.5bn
- **Finerenone**
  - PSP ≥ €1.0bn
- **Elinzanetant**
  - (KaNDy NT-814)
  - PSP ≥ €1.0bn

**Oncology**
- **Nubeqa**
  - (darolutamide)
  - PSP ≥ €1bn
- **Vitrakvi**
  - (lorotrectinib)
  - PSP > €0.75bn
- **Pipeline**
  - eg. EGFRexon20 inhib., ATR inhib., TTCS

**Cell & Gene Therapy Platform**
- C&GT platform expected to deliver significant sales contributions from ~2025 onwards

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

---

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

PSP = Peak Sales Potential
Global Roll-out of Three Launch-Products Underway

Darolutamide (AR-Antagonist)\(^1\)
- Launched in nmCRPC - global roll-out underway
- Differentiated clinical profile - 31% OS benefit & favourable safety profile (ARAMIS)
- Prim. completion of phase III trial in mHSPC with chemo in 2021e (ARASENS)
- New phase III trial in mHSPC without chemo (ARANOTE)
- Peak sales potential ≥€1bn

Larotrectinib (TRK-inhibitor)
- First and only selective TRK inhibitor
- Tumor agnostic label - unprecedented clinical benefit in 17 tumor types
- High overall response rate across adults (71%) and pediatric (92%) patients
- CNS efficacy demonstrated
- Peak sales potential >€750m

Vericiguat (sGC-stimulator)\(^2\)
- Launched in the US for the treatment of chronic heart failure (HFrEF)
- Absolute risk reduction of 4.2 per 100 patient years for the primary endpoint demonstrated in pivotal VICTORIA trial
- Submitted for marketing authorization in multiple countries worldwide.
- Peak sales potential ~€500m (as reported by Bayer)

---

\(^1\) In collaboration with Orion Corporation
\(^2\) In collaboration with Merck & Co. Inc., Kenilworth, NJ, USA
We are Targeting to Significantly Expand our Presence in Select Areas of Oncology where One Blockbuster can Build a Franchise

Key elements to achieve our growth aspiration

- Realize blockbuster potential of NUBEQA
- Expand prostate franchise with NUBEQA and Xofigo
- Continue to execute launch of VITRAKVI
- Expand into IO-combo opportunities with Stivarga
- Accelerate early pipeline projects
- Seek external growth opportunities through BD&L
- Continue to invest in next generation disruptive technologies

Key sales contributors, graphic illustrative
Highlighting Late-/Mid-stage Pipeline Opportunities and Scientifically Appealing Early R&D Assets

<table>
<thead>
<tr>
<th>Late-/Mid-Stage Opportunities¹</th>
<th>Scientifically Appealing Early Assets¹</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Finerenone</strong></td>
<td><strong>Precision Molecular Oncology</strong></td>
</tr>
<tr>
<td>• CKD in T2 Diabetes Patients</td>
<td>• EGFRex20 inhibitor</td>
</tr>
<tr>
<td>• Heart Failure</td>
<td>• ATR inhibitor</td>
</tr>
<tr>
<td><strong>Factor XI(a) portfolio</strong></td>
<td><strong>Targeted Alpha Therapies</strong></td>
</tr>
<tr>
<td>• Thrombo-embolic diseases</td>
<td>• Thorium conjugates</td>
</tr>
<tr>
<td><strong>Elinzanetant (KaNDy NT-814)</strong></td>
<td><strong>CAR T-Cell Immuno-oncology</strong></td>
</tr>
<tr>
<td>• Vasomotor symptoms during menopause</td>
<td>• Collaboration with Atara Biotherapeutics</td>
</tr>
<tr>
<td><strong>P2X3 Receptor Antagonist</strong></td>
<td><strong>Gene Therapy</strong></td>
</tr>
<tr>
<td>• Multi-indication opportunity</td>
<td>• AskBio AAV gene augmentation platform</td>
</tr>
<tr>
<td><strong>Targeted Alpha Therapies</strong></td>
<td><strong>Cell Therapy</strong></td>
</tr>
<tr>
<td><strong>Precision Molecular Oncology</strong></td>
<td>• BlueRock iPSC technology platform</td>
</tr>
</tbody>
</table>

¹ selected examples
External Innovation to Accelerate Replenishment of Pipeline and Broaden Modalities
Selected High-Level Overview

Momentum Significantly Increased

>25 Transactions signed in 2020
- Deals covering the entire spectrum from equity investments (with LEAPS), over licensing agreements to acquisitions
- Active portfolio management taking internal assets outside (eg. Vincera Pharma)

Strategic Focus

- Venturing into new modalities (Cell & Gene Therapy)
- Broadening the Oncology pipeline (eg. Systems Oncology, Atara)
- Commercial partnerships in China (eg. Hua Medicine)
- Deals in the Digital Space (eg. R&D: Schroedinger, Exscientia, Recursion; Commercial: OneDrop)
- Continued augmentation of core therapeutic areas: (WHC: KaNDy Therapeutics)
- Strengthening the Cardiovascular pipeline (Curadev, Broad Institute)
Our Cell & Gene Therapy Strategy Builds on Four Integrated Platforms to Drive the Next Wave of Innovation at Pharma

**Gene Augmentation**
- Industry-leading AAV vector gene augmentation platform
- Monogenic & pathway diseases
- CDMO business (Viralgen) already generates revenues

**Stem Cells**
- Creating induced pluripotent stem cells (iPSC) with broad differentiation
- Create an entirely new generation of cellular medicines
- Ph 1 for lead program in Parkinson’s disease

**Allogeneic Cell Therapy**
- Next-generation, mesothelin-directed CAR T-cell therapies
- Focus on potential allogeneic, “off the shelf” tumor therapies

**Gene Editing** as cross-functional enabling technology

- Collaboration with Atara Biotherapeutics
Sustainability is Fully Embedded in our Strategy

- “Health for All - Hunger for None” are core to our raison d’être at Pharma
- Measurable targets linked to incentive scheme
- Adopting an equitable pricing approach that incorporates country-level affordability.
- Focus on LMIC as priority in terms of pricing flexibility and patient affordability program implementation.

Providing **100m women** in LMIC\(^1\) with access to modern contraception

<table>
<thead>
<tr>
<th>Year</th>
<th>Products</th>
<th>Capacity building(^2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>~38</td>
<td>100</td>
</tr>
<tr>
<td>2030e</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

Implementing **patient affordability programs** around the world

We aim to broaden access to our pharmaceutical products to 100m people in low- and middle-income countries

Numbers reflect women using modern contraception (millions)\(^1\)  LMIC: low and middle income countries

\(^2\) 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 leverage partnerships to create impact at scale.
Mid-term Targets for Pharma Reflect Limited Impact from Xarelto LoE

### Sales / Sales Growth

<table>
<thead>
<tr>
<th></th>
<th>act</th>
<th>At constant currencies¹</th>
<th>At month-end Dec’ 20 rates²</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>€17.2bn</td>
<td>~ 4%</td>
<td>Low- to mid-single-digit decline</td>
</tr>
<tr>
<td>2021e</td>
<td>~ €17.5bn</td>
<td>3% to 5%</td>
<td></td>
</tr>
</tbody>
</table>

### Divisional Drivers

- Top-line trough due to Xarelto LoE expected in 2024 - returning to growth thereafter
- New launches (eg. Nubeqa, Verquvo, Finerenone) to drive growth
- Continued focus on tight expense control
- Investing in new launches

### EBITDA margin (before special items)

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021e</th>
<th>2021e</th>
<th>2022/2023e</th>
<th>2024e</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pharma-ceuticals</td>
<td>34.9%</td>
<td>~32%</td>
<td>~32%</td>
<td>32% to 34%</td>
<td>Above 30%</td>
</tr>
</tbody>
</table>

* cpa: currency and portfolio adjusted

¹ Reflects our 2021 plan at the average actual currencies for 2020
² Currency assumptions based on month-end December spot rates (1 EUR=) 1.23 USD, 6.37 BRL, 7.98 CNY, 126 JPY, 24.4 MXN, 91.5 RUB
Science for a Better Life
Winning in Consumer Health

Investment Case
May 2021 / Bayer AG
Winning in Consumer Health

1. Market & Position
2. Strategy
3. Sustainability
4. Financial Targets
Consumer Health: A Leading Global OTC Player

Sales development
In €m / % yoy cpa

EBITDA margin development
In %, before special items

Sales by region: €5.1bn
In %, in 2020

Sales by categories: €5.1bn
In %, in 2020

Market positions by category¹

Key products

¹ Nicholas Hall & Company DB6 October 2020
A Multifaceted Plan to Drive Further Growth

**AMBITION**

Grow ahead of the market and increase margins

**WHERE TO PLAY**

Winning & Balanced Portfolio

**HOW TO WIN**

- Growth focused Innovation (esp. in powerbrands)
- Modern Marketing & Sales (e.g. precision marketing)
- Optimized Cost & Cash (with focus on an agile organization)

**OUR ACCELERATORS**

- Digital Transformation
- Sustainability
Driving Disproportionate Growth in Attractive Segments and Markets

Strong positions in 7 out of Top 10 OTC markets

Accelerate growth in fast-growing and profitable markets

- USA
- CHINA
- India
- South-East Asia
Accelerating Growth from Innovation

Iconic Global and Local Brands Built over Decades

- ASPIRIN: 1898
- Alka-Seltzer: 1930
- Redoxon®: 1934
- ONE A DAY: 1940
- Bepanthen: 1943
- Iberogast®: 1950
- elevit®: 1983
- Claritin: 1992

Note: xx = Year of brand launch
Modernizing Our Brand Building and Sales Capabilities

Brands with Purpose

From Mass to Precision Marketing

Accelerating E-commerce

<table>
<thead>
<tr>
<th>% Precision marketing(^1)</th>
<th>25%</th>
<th>50%</th>
<th>80%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2024 - Ambition</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>% Net Sales(^2)</th>
<th>3%</th>
<th>7%</th>
<th>15%+</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2024 - Ambition</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\(^1\) Percentage of digital media which is data-driven precision marketing
\(^2\) Percentage of net sales which is through e-commerce channels
Taking Bold Steps on Sustainability

### 2030 Goal
Expand access to everyday health for 100 million underserved consumers

#### Societal
- **Health Literacy**
  - Partnerships & brand purpose activations for underserved
  - Vitamin Angels, Kirk Humanitarian

- **Accessible Products**
  - Affordable formats, innovations, and go-to-market (GTM) models
  - Accessible SKUs & relevant GTMs

#### Environmental
- **Carbon Neutral Production**
  - CO2 reduction: Energy efficiency and renewable energy projects
  - Removal of ozone depleting liquids from HVAC plants

- **Sustainable Products**
  - Sustainable packaging
  - Baselining of environmental impact of packaging & finding alternatives
Sustainable Profitable Growth

### Financials Targets

#### Consumer Health

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021e</th>
<th>2021e</th>
<th>2022e-24e</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales / Sales Growth</strong></td>
<td>€5.1bn</td>
<td>2 to 3%</td>
<td>~€5bn</td>
<td>3 to 5%</td>
</tr>
<tr>
<td><strong>EBITDA Margin</strong> (before special items)</td>
<td>22.0%</td>
<td>22 - 23%</td>
<td>22 - 23%</td>
<td>Mid-20’s</td>
</tr>
</tbody>
</table>

**Divisional Drivers**

- Net Sales to grow above market
- cEBITDA improvement through growth acceleration and continued efficiency gains
- Focus on continued Cash Flow improvement

---

1. Reflects our 2021 plan at the average actual currencies for 2020
2. Currency assumptions based on month-end December spot rates (1 EUR=1.23 USD, 6.37 BRL, 7.98 CNY, 126 JPY, 24.4 MXN, 91.5 RUB)

cpa: currency and portfolio adjusted
We are a global leader in Health & Nutrition that addresses societal megatrends.

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

We expect to translate innovation into profitable mid-term growth.

We expect to improve our profitability by accelerating our transformation.

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

We have integrated sustainability in our business strategy and incentive systems.
Science for a Better Life
A Global Leader in Health & Nutrition

Investment Case
May 2021 / Bayer AG