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.
Index

Group Overview  Crop Science  Pharmaceuticals  Consumer Health

Sustainability
Bayer: A Global Leader in Health & Nutrition

Net Sales as rep1

2019
- 43.5bn€ (46%)
- 41% (Crop Science)
- 13% (Pharmaceuticals)
- 46% (Consumer Health)

2023
- 47.6bn€ (49%)
- 38% (Crop Science)
- 13% (Pharmaceuticals)
- 49% (Consumer Health)

Crop Science
- #1 in Seed & Traits with Leading Crop Protection Portfolio
- >200 bn€2 exp. Global Ag Input Market & Related Adjacencies by 2030

Pharmaceuticals
- Strong market positions in key therapeutic areas / resilient base
- Rebuilding R&D with technology platforms and improved productivity

Consumer Health
- Iconic brands with leading market positions
- 3-5% CAGR CH Global Market3

Well Positioned in Growing Markets
to address
Major Societal Needs and Ecological Challenges
with the
Power of Innovation.

Health for All, Hunger for None.

1 As rep = as reported, Animal Health business not included, Environmental Science Professional business included in figures until sale completion in 2022 (no restatement)
2 Company estimates; 3 Outlook, internal market model in-market sales OTC medicines, data from IQVIA, Nicholas Hall
Uniquely Positioned to Meet Basic Needs of Humankind
Global Pressures Underpin Our Mission and the Need for Innovation

PHARMACEUTICALS • CONSUMER HEALTH • CROP SCIENCE

AGING POPULATION

People 60+ more than doubling\(^1\)
>20% of total population \(^1\)

Societal Needs
Preserve and restore health

GROWING POPULATION

+2.2bn People \(^1\)
+50% more food and feed required to meet growing demand \(^2\)

Our Mission
Produce 50% More
Secure sufficient supply of quality food
Increase access to health

PRESSURE ON ECOSYSTEMS

-17% Harvest losses from climate change \(^3\)
-20% Significant loss in arable land per capita \(^4\)

Restore More Scale Regenerative AG

People 60+

>20% of total population \(^1\)

\(^1\) 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”

Health for All, Hunger for None.
Health for All, Hunger for None.

Produce 50% More. 
Restore Nature. 
Scale Regenerative Ag.

Treat the Untreatable. 
Cure Disease. 
Offer Hope.

Help >1bn People to 
Live Healthier Lives With Most 
Trusted Self-Care Solutions.
Advancing Innovation

**CROP SCIENCE**

**Key Launch Products:**

- Fox Supra (Indiflin®)
- Xivana

**Key Mid-/Late-Stage Pipeline Opportunities:**

- Preceon Smart Corn System featuring Short Stature Corn
- Soybean Herbicide Tolerance Traits (HT4/5) & Insect Protection (IP3/4)
- New Herbicide & Fungicide Molecules
- Next Gen Corn Insect Traits (LEP4, 5, CRW4)

**PHARMA**

**Key Launch Products:**

- Elinzanetant (Vasomotor symptoms)
- Acoramidis (ATTR-CM)
- Asundexian (Secondary stroke prevention)
- Anti-Alpha2-Antiplasmin mAB (Ischemic Stroke)
- Bemdanepranol (Parkinson’s Disease)

**Key Mid-/Late-Stage Pipeline Opportunities:**

- Rx-to-OTC Switch
- Holistic gut health
- Relax and Restore

**CONSUMER HEALTH**

**Key Products:**

- ASTERPRO
- ASPIRIN
- Beprunthen
- Centern
- Cenex

**Key Mid-/Late-Stage Pipeline Opportunities:**

- PSC-derived dopaminergic cell therapy

---

/// Bayer AG /// Investment Case /// March 2024
Our New Operating Model Yields Several Advantages

**Sustainable Cost EFFICIENCIES**
- Elimination of roles, processes and activities not focused on our mission
- Reduction of management layers

**GROWTH through Customer Centricity**
- Self-managed customer- and product teams with much greater autonomy
- Faster response to customer needs

**GROWTH through Innovation Speed**
- Increased speed to market due to shorter innovation cycles and faster decision-making in self-direction
- More dynamic resource flow to highest-impact priorities

**Early financial implications**
- € 2 bn in sustainable organizational savings by end of 2026
Our New Operating Model is Key Enabler to Achieve our Ambitions

Sustainable Cost Efficiencies

- Illustrative
- Materializing benefits
- Time horizon

Growth through Customer Centricity

- Illustrative
- Materializing benefits
- Time horizon

Growth through Innovation Speed

- Illustrative
- Materializing benefits
- Time horizon

// ~€ 2 bn in sustainable organizational savings by end of 2026

// Lower expected one-time cost ratio

// ~€ 0.5 bn savings expected in 2024 with a steady ramp-up until 2026

Significant change is ongoing.
Financial impact is realized in stages.
We Improve Cash Generation and Manage Adverse Impacts

Driving Operational Performance and Strengthen Cash Flow

- **Growth**: Drive profitable growth beyond Xarelto LoE
- **Margin**: Focused spend and realization of savings
- **Balance Sheet Efficiency**: Working Capital Optimization, Focused CAPEX spend
- **Divestment Proceeds**: Prudent asset review below divisional level

Adverse Effects

- Litigation related Payouts: Settlements and defense
- Severance Payouts: Cash outs for DSO related personnel reductions

1 e.g. brands or fixed assets.
We Will Prioritize our Capital Allocation to Achieve a Step Down in Debt

- Organic Investments (before Free Cash Flow)
  - Ongoing and New Launches
  - Focused R&D Investments
  - Focused CAPEX Spend (incl. BD&L\(^1\))

- Cash Generation
  - FREE CASH FLOW
  - Limited Divestments

- Cash Usage
  - Minimum Dividend
  - DEBT REDUCTION
    - Improve Towards Single A Category Rating
  - Limited Acquisitions\(^2\)

---

\(^1\)Business Development & Licensing.
\(^2\)Including milestone payments for already announced acquisitions and others.
Through 2026: Enhance Performance and Regain Flexibility

**GROUP**
- Implement **dynamic shared ownership** to improve performance and fuel growth
- Strengthen cash flow
- Improve towards single A category rating
- Advance strategies to contain litigation

**CROP SCIENCE**
- Outgrow market in core business
- Improve profitability
- Extend innovation leadership with annual portfolio refresh and advancement of blockbuster technologies

**PHARMA**
- Support topline resilience during LoE’s of major products
- Drive productivity gains to support margins
- Advance early assets to re-create promising mid-/late pipeline

**CONSUMER HEALTH**
- Grow above market
- Deliver profitability at industry competitive margin level
- Further build our iconic brands through innovation and commercial excellence
Summary

- **Fixing the fundamental challenges** of the company to gain flexibility
- **Dynamic Shared Ownership** enables our businesses to increase efficiency, drive growth and accelerate innovation
- Clear focus on **strengthening cash flow** by improving cash generation
- Prioritization in capital allocation towards **debt reduction**
BAYER CROP SCIENCE
Scaling Regenerative Agriculture

Investment Case
March 2024
Scaling Regenerative AG

01 Vision & Strategy: Scale Regenerative AG

02 Market Position & Operational Excellence

03 Deliver World Class Innovation

04 Industry Leading Financial Performance
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 demand ²

Pressure on Ecosystem

-17% harvest losses from climate change⁷

>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

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
⁷ Nelson et. al, (2014); FAO 2016 “Climate change and food security”
Bayer Crop Science Strategic Agenda

SCALE REGENERATIVE AG

DRIVE OPERATIONAL EXCELLENCE

DELIVER WORLD CLASS INNOVATION

01 02 03

Direct Seeded Rice Field
Seed Chipper- Ankeny, IA
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

>2% expected annual growth rate in crop protection and seed & traits market

>2x opportunity

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

¹ Company estimates

Bayer AG / Investment Case / March 2024
The Established Leader in Crop Science
Industry-Leader Outpacing Market and Peers in Core Business in 2023

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**GLOBAL LEADER IN AG INPUTS**

<table>
<thead>
<tr>
<th>Company</th>
<th>Sales (€bn)</th>
<th>cEBITDA (€bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bayer CS</td>
<td>5.0</td>
<td>23.3</td>
</tr>
<tr>
<td>Syngenta AG²</td>
<td>3.7</td>
<td>19.0</td>
</tr>
<tr>
<td>Corteva</td>
<td>3.1</td>
<td>15.9</td>
</tr>
<tr>
<td>BASF Ag Solutions</td>
<td>2.3</td>
<td>10.1</td>
</tr>
<tr>
<td>FMC</td>
<td>0.9</td>
<td>4.2</td>
</tr>
</tbody>
</table>

---

**OUT-PACING MARKET & PEERS³**

<table>
<thead>
<tr>
<th>Company</th>
<th>FY 2023 cpa sales growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bayer CS Core Business</td>
<td>7%</td>
</tr>
<tr>
<td>BASF Ag Solutions</td>
<td>2%</td>
</tr>
<tr>
<td>Ag Market w/o Glyphosate</td>
<td>1%</td>
</tr>
<tr>
<td>Corteva</td>
<td>-3%</td>
</tr>
<tr>
<td>FMC</td>
<td>-22%</td>
</tr>
</tbody>
</table>

---

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**

<table>
<thead>
<tr>
<th>Position</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1</td>
<td>Corn Seed &amp; Traits</td>
</tr>
<tr>
<td>#1</td>
<td>Herbicides</td>
</tr>
<tr>
<td>#1</td>
<td>Soybean Seed &amp; Traits</td>
</tr>
<tr>
<td>#2</td>
<td>Fungicides</td>
</tr>
<tr>
<td>#2</td>
<td>Vegetable Seed</td>
</tr>
<tr>
<td>#3</td>
<td>Insecticides</td>
</tr>
</tbody>
</table>

**Bayer Crop Science 2023 Sales (€23.3bn)**

**SALES BY STRATEGIC BUSINESS ENTITY**

<table>
<thead>
<tr>
<th>Category</th>
<th>2023 €bn</th>
<th>2023 CPA% growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corn Seed &amp; Traits</td>
<td>6.9</td>
<td>+14%</td>
</tr>
<tr>
<td>Fungicides</td>
<td>3.4</td>
<td>+9%</td>
</tr>
<tr>
<td>Herbicides excl. glyphosate</td>
<td>3.1</td>
<td>+3%</td>
</tr>
<tr>
<td>Soybean Seed &amp; Traits</td>
<td>2.6</td>
<td>+6%</td>
</tr>
<tr>
<td>Insecticides</td>
<td>1.6</td>
<td>+5%</td>
</tr>
<tr>
<td>Other^2</td>
<td>1.6</td>
<td>-1%</td>
</tr>
<tr>
<td>Vegetable Seed</td>
<td>0.7</td>
<td>+7%</td>
</tr>
<tr>
<td>Cotton</td>
<td>0.6</td>
<td>-17%</td>
</tr>
<tr>
<td>Glyphosate-based herbicides</td>
<td>2.9</td>
<td>-43%</td>
</tr>
</tbody>
</table>

**SALES BY REGION**

<table>
<thead>
<tr>
<th>Region</th>
<th>2023 Core CPA% growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>4.7%</td>
</tr>
<tr>
<td>Latin America</td>
<td>39%</td>
</tr>
<tr>
<td>EMEA</td>
<td>9.5%</td>
</tr>
<tr>
<td>Asia / Pacific</td>
<td>31%</td>
</tr>
<tr>
<td>Core Business</td>
<td>+7%</td>
</tr>
</tbody>
</table>

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

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

// Bayer AG /// Investment Case /// March 2024
Pricing to Innovation in Our Core Business Powers Sales CAGR

Industry Leading EBITDA Despite Significant Cost Inflation

Bayer Crop Science Sales

<table>
<thead>
<tr>
<th>Sales (€bn) / core cpa CAGR %</th>
<th>Core CPA%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>19.8</td>
</tr>
<tr>
<td>2020</td>
<td>18.8</td>
</tr>
<tr>
<td>2021</td>
<td>20.2</td>
</tr>
<tr>
<td>2022</td>
<td>25.2</td>
</tr>
<tr>
<td>2023</td>
<td>23.3</td>
</tr>
</tbody>
</table>

- 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

Bayer Crop Science EBITDA¹

<table>
<thead>
<tr>
<th>EBITDA before special items (€bn) / margin%</th>
<th>EBITDA¹</th>
<th>Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>4.7</td>
<td>23.8%</td>
</tr>
<tr>
<td>2020</td>
<td>4.5</td>
<td>24.1%</td>
</tr>
<tr>
<td>2021</td>
<td>4.7</td>
<td>23.2%</td>
</tr>
<tr>
<td>2022</td>
<td>6.9</td>
<td>27.3%</td>
</tr>
<tr>
<td>2023</td>
<td>5.0</td>
<td>21.7%</td>
</tr>
</tbody>
</table>

- 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

Farmer at the Center

- Anchored by on the ground cross-functional customer-focused teams (soybean, corn, CP, agronomy and digital)
- Supported by agile product and technical teams (commercial, R&D and Product Supply teams)

Dynamic and focused organization
Accelerated innovation
Increased share of farm

>450 Customer Mission Teams Implemented by End of 2024

- North America Frontrunners: Illinois & Wisconsin
- Latin America Frontrunners: Brazil, Argentina, Mexico
- Europe Frontrunner: Romania
- Asia-Pacific Frontrunner: India

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

Bayer Crop Science R&D Pipeline

- ~€6bn
- ~€11bn
- ~€1bn
- ~€6bn
- ~€3bn
- ~€2bn
- ~€3bn
- ~€5bn
- ~€5bn

- Corn S&T
- Soy S&T
- Herbicides
- Fungicides
- Insecticides
- Other

Assuming success, pipeline peak sales values translate to above market sales CAGR

~50% incremental value; ~50% replacement value

Expected Launch Dates for Blockbuster Products

2024  2027  2030+

>50% PSP

Annual Crop Protection Life Cycle Management and Seed Germplasm Refresh

Plenexos Insecticide

New Herbicide

Soy HT4

Soy IP3

CRW4

PRECEON SMART Corn - Biotech*

PRECEON SMART Corn- Breeding

Soy HT5

Soy IP4

Corn HT5

New Fungicide

Blockbuster Products

>€0.5bn expected PSP

HT = Herbicide Tolerance; CRW = Corn Rootworm; IP = other Insect Protection

* In collaboration with BASF

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

See appendix for comprehensive pipeline

HT = Herbicide Tolerance; CRW = Corn Rootworm; IP = other Insect Protection

* In collaboration with BASF

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 GERMLASM 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

**New Herbicide Molecule**
First new mode of action in post emergence weed control in 30 years

**HT4**
4th Gen Soybean Herbicide Tolerance

**IP3**
3rd Gen Soybean Insect Protection

**Glyphosate Only**
Mix Partner + new Herbicide

**Phase IV**
- Biotech Trait *in collaboration with*
- 2024 Breeding: Targeted Commercial Introduction (NA)
- 2027 Biotech Launch
- >€1.5bn Peak Sales Potential

**Phase IV**
- **2027** launch in NA
- >€3bn Peak Sales Potential
- Including subsequent next generation traits (HT5/IP4)

**Phase IV**
- **2028** launch in LATAM
- >€3bn Peak Sales Potential

**Phase III**
- **2028** launch
- >€750m Peak Sales Potential

1 Represents Peak Sales Potential for all offerings of complete PRECEON system
2024 Guidance and our Mid-Term Ambition Through 2026

**Mid-Term**

- **Outgrow market in Core business**:
  - 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

---

**2023 vs. 2024e at constant FX**

<table>
<thead>
<tr>
<th></th>
<th>2023</th>
<th>2024e</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Sales</strong></td>
<td>23.2</td>
<td>-1% to 3%</td>
</tr>
<tr>
<td><strong>Core</strong></td>
<td>20.3</td>
<td>1 to 4%</td>
</tr>
<tr>
<td><strong>Glyphosate</strong></td>
<td>2.9</td>
<td>-12% to -8%</td>
</tr>
<tr>
<td><strong>EBITDA margin</strong></td>
<td>21.7%</td>
<td>20% to 22%</td>
</tr>
</tbody>
</table>

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
## Crop Science: Seed & Traits and Digital R&D Pipeline
(Annual Update March 2024)

<table>
<thead>
<tr>
<th>Phase I</th>
<th>Phase II</th>
<th>Phase III</th>
<th>Phase IV</th>
<th>PSP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corn Disease Shield - NA</td>
<td>Corn LEP5 2nd Generation Seed Density Digital Tool - NA</td>
<td>Corn HT5 2nd Gen Seed Density Digital Tool – EMEA</td>
<td>PRECEON Smart Corn - Breeding</td>
<td></td>
</tr>
<tr>
<td>Digital Disease Mgmt. – NA</td>
<td>Seed Placement Digital Tool - NA</td>
<td>Annual Germplasm Upgrades</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual Germplasm Upgrades</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Soybean Native Resistance</td>
<td>Soy IP4 Digital Disease Mgmt. - NA</td>
<td>Soy HT5 (6 Tolerances – Adds PPO) Seed Placement Digital Tool – NA</td>
<td>Soy IP3</td>
<td></td>
</tr>
<tr>
<td>Annual Germplasm Upgrades</td>
<td>Soybean Native Resistance</td>
<td>Annual Germplasm Upgrades</td>
<td>Soybean Native Resistance</td>
<td></td>
</tr>
<tr>
<td>Canola/OSR Digital Disease Mgmt. - NA</td>
<td>Wheat Digital Disease Mgmt. - EMEA Canola HT4</td>
<td>Sugarbeets 2 Generation Herbicide Tolerance1</td>
<td>Canola HT4 (5 tolerances – Adds 2, HPPD and PPO) Canola Annual Germplasm Upgrades</td>
<td></td>
</tr>
<tr>
<td>Annual Germplasm Upgrades</td>
<td>Wheat Annual Germplasm Upgrades</td>
<td>Wheat Annual Germplasm Upgrades</td>
<td>Wheat Annual Germplasm Upgrades</td>
<td></td>
</tr>
<tr>
<td>Wheat Disease Package Upgrades Canola/OSR Annual Germplasm Upgrades Veg- Annual Germplasm Upgrades</td>
<td>Wheat Disease Package Upgrades Canola/OSR Annual Germplasm Upgrades Veg- Annual Germplasm Upgrades</td>
<td>Wheat Disease Package Upgrades Canola/OSR Annual Germplasm Upgrades Veg- Annual Germplasm Upgrades</td>
<td>Wheat Disease Package Upgrades Canola/OSR Annual Germplasm Upgrades Veg- Annual Germplasm Upgrades</td>
<td></td>
</tr>
</tbody>
</table>

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.

~€21bn

---

~€5bn

~€5bn

~€11bn

~€11bn

### Bayer AG /// Investment Case /// March 2024

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**HT** = Herbicide Tolerance  
**CRW** = Corn Rootworm  
**LEP** = Lepidoptera  
**IP** = other Insect Protection

---

advanced to next phase

---

Breeding  
Trait  
Digital Model
Crop Science: Crop Protection R&D Pipeline (Annual Update Mar 2024)

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
Innovation Summit
June 2023
BAYER PHARMA
Preparing for long-term growth while managing loe transition

Health for all, Hunger for none

Investment Case
March 2024
Preparing for Long-Term Growth While Managing LOE Transition

01 Renew Topline
02 Grow Pipeline Value
03 Leverage New Operating Model
04 Financial Performance
Bayer Pharma’s Strategic Agenda

RENEW TOPLINE

Drive continued sales momentum and realize blockbuster potential of Nubeqa, Kerendia and Eylea 8mg

Maximize the full commercial value of base business, notably Radiology and Women’s Health Care

Prepare launch of Elinzanetant and Acoramidis

GROW PIPELINE VALUE

Progress late-stage pipeline

Replenish and advance early pipeline with increased contributions from platform companies

New R&D model geared towards focus, quality and productivity

LEVERAGE NEW OPERATING MODEL

Diligently allocate resources towards areas of high impact and value potential

Improve organizational efficiency and productivity

Rapidly adopt DSO across division following frontrunner success
Bayer Pharma Sales Diversified Across Therapeutic Areas and Geographies

SALES BY THERAPEUTIC AREAS

- Cardiovascular: 12%
- Women’s Health: 18%
- Radiology: 11%
- Oncology: 11%
- Ophthalmology: 16%
- Others: 11%

FY2023: €18.1bn

GEOGRAPHIC FOOTPRINT

- NORTH AMERICA: ~26%
- EUROPE, MIDDLE EAST & AFRICA: ~40%
- ASIA PACIFIC: ~13%
- CHINA: ~13%
- LATIN AMERICA: ~5%

1 Strong market positions in the respective indication  2 excl. China
Leading Franchises Providing Sales Growth and Resilience, Margin Profile Impacted by LoE Transition and Strategy Execution

Pharmaceuticals Sales & Profitability

NET SALES (€bn) / cpa CAGR %

<table>
<thead>
<tr>
<th>Year</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>yoy</td>
<td>+5.6</td>
<td>-1.5%</td>
<td>+7.4%</td>
<td>+1.1%</td>
<td>-0.4%</td>
</tr>
<tr>
<td>cpa%</td>
<td>18.0</td>
<td>17.2</td>
<td>18.3</td>
<td>19.3</td>
<td>18.1</td>
</tr>
</tbody>
</table>

~2% p.a.

EBITDA before special items (€bn) / margin %

<table>
<thead>
<tr>
<th>Year</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA¹</td>
<td>32.6%</td>
<td>34.9%</td>
<td>31.5%</td>
<td>30.5%</td>
<td>28.7%</td>
</tr>
<tr>
<td>Margin</td>
<td>5.9</td>
<td>6.0</td>
<td>5.8</td>
<td>5.9</td>
<td>5.2</td>
</tr>
</tbody>
</table>

Key Drivers

Growing sales contributions from recently launched Nubeqa and Kerendia

Strong Eylea and Radiology performance balancing increasing headwinds from China VBP program and first LoE’s of Xarelto

Revision of R&D model and enhancement of capabilities through acquisitions of platform companies

Continued shift of resources towards R&D and launch brands; U.S. re-entry with R&D and commercial footprint

Tight cost management to fund growth investments while mitigating inflation and margin diluting change in product mix
Launch Assets and Late-Stage Pipeline Expected to Largely Offset LoEs on Stable Base Business

**NET SALES**

- **Elinzanetant, Acoramidis, Asundexian Stroke**
- **Nubeqa, Kerendia**
- **Xarelto**
- **Eylea**
- **Radiology and Other Late Lifecycle Assets**

### 2023

- **€18.1bn**
  - **€1.1bn**
  - **€4.1bn**
  - **€3.2bn**
  - **€9.6bn**

### 2024-2026 (cpa)

- **Elinzanetant, Acoramidis and Asundexian Stroke**
  - Growth: Launch products
  - Decline: Xarelto
  - Stable: Eylea 8mg to sustain franchise sales and share

### >2027

- Numerous pipeline assets to potentially fuel long-term growth
- Rejuvenated portfolio
- Steady base business
Despite its Maturity, Key Parts of Our Base Business Are Benefitting from Strong Market Positions and Supportive Trends

### Bayer Pharma’s Base Business

<table>
<thead>
<tr>
<th>Segment</th>
<th>Net Sales 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Radiology</strong></td>
<td><strong>€9.6bn</strong></td>
</tr>
<tr>
<td><strong>Women’s Health Care excl. Elinzanetant</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Base Oncology excl. Nubeqa</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Base Cardiology excl. Xarelto &amp; Kerendia</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Others</strong></td>
<td></td>
</tr>
</tbody>
</table>

### Short- and Mid-term Drivers

- **Radiology:**
  - Building on leading positions in contrast media and fluid delivery systems to further expand into AI and digital imaging
  - Market to grow mid-single digits annually

- **Women’s Health (excl. Elinzanetant):**
  - Stable Business expected, benefiting from global presence and strong market positions

- **Other Late Lifecycle assets:**
  - **China business:**
    - Continued VBP pressure, with Cardioaspirin and Visanne starting to be affected in 2024
  - Continued softness of selected mature assets expected

Ongoing growth in Radiology and stable sales contributions from Women’s Health balancing softness in remaining portfolio.
With Its Unparalleled Clinical Profile, Eylea Positioned to Continue Market Leadership in a Growing Market

Global Retinal Disease Landscape

Growing ageing population
Rising prevalence of diabetes
Reduction in treatment burden in nAMD and DME remains unmet need – need for longer acting treatments

Eylea 8 mg Market Share

Eylea 2 mg is the standard of care in retinal diseases
Market leader as the #1 anti-VEGF treatment

Position to Sustain Market Leadership with Eylea 8 mg

Eylea 8 mg: Potential to establish the next standard in retinal diseases

// Address unmet need with reduction in treatment burden – only drug with approved unprecedented treatment interval of up to 5 months²
// Potential to improve ophthalmology clinic capacities, enabling better care for patients treated for nAMD and DME

Recently approved in e.g. EU, Japan, UK, Canada

Clinical differentiation:
Patient proportion in the Eylea 8 mg q16 groups achieving last assigned intervals ≥4 months at 96 week

PULSAR (nAMD)³
78% achieved ≥q16³
53% achieved ≥q20⁵

PHOTON (DME)⁴
88% achieved ≥q16⁴
47% achieved ≥q20⁵


Bayer AG /// Investment Case /// March 2024
Xarelto to Face Genericization in the Next Three Years Globally

<table>
<thead>
<tr>
<th>Countries</th>
<th>% of Total Xarelto Sales¹</th>
<th>Compound patent expiry</th>
<th>Once-daily patent expiry</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>6%</td>
<td>End 2020</td>
<td>--</td>
</tr>
<tr>
<td>Europe²</td>
<td>60%</td>
<td>April 2024</td>
<td>January 2026</td>
</tr>
<tr>
<td>Japan</td>
<td>10%</td>
<td>Mid 2024</td>
<td>--</td>
</tr>
<tr>
<td>USA</td>
<td>13%</td>
<td>Beginning of 2025</td>
<td>2027</td>
</tr>
<tr>
<td>Others</td>
<td>11%</td>
<td>2020-2024³</td>
<td>January 2026</td>
</tr>
</tbody>
</table>

³ Based on 2023 Actual Sales ³ OD patent currently being challenged in several European countries ³ In most markets end 2020, longer expiry dates in Brazil (2021), Korea (2021), Mexico (2023), Australia (2023), Malaysia (2024), and others ⁴ Such as e.g. Australia, Indonesia ⁵ Typical cardiovascular brand volume genericization based on the CV brands Crestor™, Lipitor™, Valsartan™, and Plavix™ (atypical curves excluded)
Nubeqa Set for Continued Growth in Prostate Cancer
Driven by Market Penetration and Label Expansion

**Short-term**

<table>
<thead>
<tr>
<th>Indication</th>
<th>Treated Patients</th>
</tr>
</thead>
<tbody>
<tr>
<td>nmCRPC</td>
<td>~47k</td>
</tr>
<tr>
<td>mHSPC</td>
<td>~76k</td>
</tr>
</tbody>
</table>

**Mid- and Long-term**

<table>
<thead>
<tr>
<th>Year</th>
<th>Indication</th>
<th>Treated Patients</th>
</tr>
</thead>
<tbody>
<tr>
<td>2024</td>
<td>ARANOTE (ARASEC)³</td>
<td>~47k</td>
</tr>
<tr>
<td>2027</td>
<td>ARASTEP (ARAMON)³</td>
<td>~86k</td>
</tr>
<tr>
<td>2028</td>
<td>DaSL-HiCap</td>
<td>~145k</td>
</tr>
</tbody>
</table>

**Phase III program¹**

- **ARAMIS**: nmCRPC (~47k)
- **ARASENS**: mHSPC (~76k)

**Net Sales Development**

- **2023**: €0.9bn
- **2024e**: >€1bn

**Further market penetration in nmCRPC and mHSPC**

**Expansion into earlier disease stages**

1. Stated timelines of the Phase III program refer to either launch dates of Nubeqa in this indication (ARAMIS, ARASENS) or estimated primary completion date of the respective study. ² 2030. ³ Treated estimates: U.S., EU5, JP. ⁴ Not label generating; supports ARASTEP/ARANOTE submission.
Kerendia With Potential to Become Foundational Treatment for Broad Groups of Patients with Kidney Disease or Heart Failure

### Chronic Kidney Disease

**Phase III program**

- **T2D FIDELIO-DKD (2020)**
- **T2D FIGARO-DKD (2021)**
- **T1D FINE-ONE 2025**
- **Non-diabetic FIND-CKD 2026**

**Net Sales Development**

- **€270m**
- **+160% yoy**

**Development Rationale**

- **2023 Above-market NBRx growth and acceleration ex-US**
- **2024e Continuous strong market penetration US and ex-US**

**Leveraging growing recognition of strong interlink between CKD and HF**

### Heart Failure

**Phase III program**

- **FINEARTS-HF 2024**
- **CONFIRMATION-HF (Combination with SGLT2i) 2025**
- **REDEFINE-HF 2026**
- **FINALITY-HF 2028**

**Net Sales Development**

- **~ €0.5bn**

**Development Rationale**

- **Phase III data from FIDELITY³**: Risk reduction of first HF-related hospitalization vs. placebo
  
  - **HR = 0.78**
  - **(95% CI 0.66-0.92), p=0.003**
  - **-22%**

**Leveraging growing recognition of strong interlink between CKD and HF**

### Potential to Become Foundational Treatment

- **Potential market launch: 2026**

**High unmet need, with only limited effective/proven treatment options**

---

1 Timelines of the Phase III program refer to estimated primary completion dates of the respective study 2 Next expected read-out ³ Agarwal et al, *EHJ* 2022, 43 (6), 474–484.
Asundexian is Targeting a High Unmet Need in Secondary Stroke Prevention

Unmet Need

~1 in 4\(^1\) people have a stroke in their lifetime

Patients having a recurrent stroke within

- the first year\(^2\) 10%
- the first 5 years\(^2\) 25%

~27m diagnosed patients per year in top 8 markets

Mortality rate increases with each recurrent stroke\(^2\)

Recurrence rate of stroke unchanged over >20 years, despite increased SoC\(^2\)

Clinical Rationale and Status of Asundexian

Rationale

- Genetic correlation between FXIa deficiency and risk of stroke
- **Asundexian: once-daily FXIa inhibitor** with proven clinical safety in phase II program PACIFIC

Phase II Study PACIFIC-STROKE

Efficacy: >60% reduction of stroke and TIA observed in patients with pre-existing atherosclerosis\(^3\)

Safety: no significant increase of bleeding vs. placebo\(^3\)

Phase III OCEANIC-STROKE

- ongoing despite early termination of atrial fibrillation program as etiology and SoC are materially different
- current status: U.S. FDA Fast Track Designation granted, data expected in HY2 2025

---

\(^2\) Shoamanesh A et al., Lancet 2022, 400, 997-1007; composite outcome of ischemic stroke and TIA in patients with any atherosclerosis was an exploratory post-hoc analysis

\(^3\) Rationale: Genetic correlation between FXIa deficiency and risk of stroke. Asundexian: once-daily FXIa inhibitor with proven clinical safety in phase II program PACIFIC. Phase II Study PACIFIC-STROKE: Efficacy: >60% reduction of stroke and TIA observed in patients with pre-existing atherosclerosis. Safety: no significant increase of bleeding vs. placebo. Phase III OCEANIC-STROKE: ongoing despite early termination of atrial fibrillation program as etiology and SoC are materially different. Current status: U.S. FDA Fast Track Designation granted, data expected in HY2 2025.
Acoramidis\(^1\) with Competitive Clinical Profile to Treat ATTR-CM, Complementing Our CVD Franchise in Europe

### Unmet Need

- **ATTR-CM**
  - Transthyretin amyloidosis cardiomyopathy, a progressive and fatal disease
  - Causes diastolic dysfunction and heart failure due to deposition of TTR amyloid in the heart

- **Pathogenic pathway**
  - Native TTR circulates in blood as tetramer
  - Dissociation into monomers initiates pathogenesis
  - Monomers aggregate and cause disease

- \(4 \times\) Acoramidis: stabilizes TTR tetramers, preventing dissociation and halting disease progression

- \(~200k\) patients in Europe, diagnosis rates still in low teens

### Profile and Deal Rationale of Acoramidis

#### Profile

- Oral TTR stabilizer for patients with ATTR-CM
- Pivotal Phase III study ATTRibute-CM: significant reduction of hospitalization burden, improved survival and preserved functional capacity and quality of life
- Competitive efficacy and safety vs. standard of care (tafamidis)

#### Rationale

- Exclusive license to commercialize Acoramidis in Europe
- High unmet need in an underserved disease, \(~17k\) EU patients treated with tafamidis (\(~€1bn\) of annual sales) today
- Focused market with small, well-defined patient population and specialized centers-of-excellence playing a key role
- High synergies with Bayer’s existing CV infrastructure
- Filed for regulatory approval in Europe, expected launch in 2025

---

\(^1\) Acoramidis is an investigational molecule. The safety and efficacy have not been fully evaluated by regulatory authorities.
Elinzanetant Offers a Differentiated Clinical Profile to Treat Symptoms Associated With Menopause

**Differentiated Clinical Profile**

**Elinzanetant Characteristics**

- Non-hormonal, oral, first dual neurokinin-1,3 receptor antagonist – first double mode of action in NK class
- Studied for the effective reduction of vasomotor symptoms (VMS), and sleep disturbances
- Reduces the hyperactivity of the KNDy neuronal network involved in thermoregulation
- Generally well tolerated

**Phase III Data**

- Focus: Efficacy
  - **OASIS 1**
    - VMS: 26 Week
  - **OASIS 2**
    - VMS: 26 Week
- Focus: Safety
  - **OASIS 3**
    - VMS: 52 Week

All **primary and key secondary** endpoints met:

- **Moderate to severe hot flashes:** Significant reduction of frequency and severity
- **Menopause-related sleep and quality of life:** Significant improvements
- **Safety profile** consistent with previous published data

Expected Readout: March 2024
Elinzanetant Targeted to Enter Large and Underserved Market in 2025

Market Opportunity

Unmet need
Women who experience:

Hot flashes:
~4 in 5

Sleep disturbance:
~3 in 5

Well positioned for a successful launch

1st non-hormonal, oral NK1,3-receptor antagonist

Differentiated clinical profile

#1 in Women’s Health globally with ~30% of sales in US

Bayer Global Leader in Women’s Health

- ~€3bn net sales
- >60m patients served
- 100,000 OB/Gyn reached

Strong foundation in Women’s Healthcare for 100 years

Offering best in class solutions for women across all stages of their lives

Trusted relationships with patients and customers

Established strong commercial footprint, particularly in the U.S. as single biggest country

New Innovation Model to Rapidly Rebuild Pipeline
High Level of Focus, Quality and Productivity

<table>
<thead>
<tr>
<th>Focus</th>
<th>Quality</th>
<th>Capabilities</th>
<th>Productivity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Narrowed research focus from eight to four core therapeutic areas</td>
<td>Rigorous application of selection criteria have let to a more streamlined and differentiated pipeline</td>
<td>Biotech-like R&amp;D operating system with a mix of innovative and diverse therapeutic modality platforms</td>
<td>Shift to value creation, product-centric operating model, leaner governance with renewed leadership team</td>
</tr>
</tbody>
</table>
Focus: Zeroing in on High Unmet Need With Great Value Potential

Four Therapeutic Areas in R&D

Research focus in four areas

- Oncology
- Cardiovascular
- Neurology & Rare Diseases
- Immunology

1 Including Precision Cardiovascular, Nephrology & Acute Care

Credit: Bayer AG Investment Case March 2024
Quality: Pursuing Leading Innovation Across all Focus Areas

Revised Target-Product-Profile of Our Assets

Prioritization of assets based on following selection criteria:

- Focus
- Quality
- Capabilities
- Productivity

Value & Differentiation
Feasibility & Risk
Leading capabilities

- **Streamlined portfolio**
  Pruned pipeline by more than 40% to focus on the most valuable assets

- **Shift to breakthrough innovation**
  Vast majority of assets offering the potential to be first-or best-in-class
Access to Leading Therapeutic Technology Platforms Through Acquisitions and Collaborations

Capabilities: Established Toolbox of Leading Modalities

Innovation System

- Internal innovation
- External innovation
- Platform Companies innovation

Therapeutic Modality Platforms

- Strong SMOL capabilities further advanced through chemoproteomics platform with strong impact on pipeline
- AAV-based gene therapy & manufacturing platform with unique pipeline
- Cell platform based on pluripotent stem cells addressing complex and rare diseases
- Radio-pharmaceuticals: Toolkit to produce best-in-class medicines augmented through collaborations

~ 120 deals signed in the last 4 years
~ 60% of NMEs from new modalities¹

¹ Portfolio February 2024: ~40% of SMOLs (in Phase I) vs Portfolio 2021: >80% of SMOLs (in Phase I)
Productivity: Reaching Higher, Sustainable Level of Output
Achieve More and Better Solutions for Patients in a Time- and Cost-efficient Manner

- Align target-disease link with unmet need and optimal therapeutic modality
- Early de-risking of assets by strengthening relevant capabilities (e.g. human disease understanding, biomarkers, data science, digital capabilities)
- Decrease in cycle times from IND to launch through tailored development approaches, removing stifling administration and by streamlining processes
- Shift to a product-centric operating model to foster innovation, agility and collaboration

Generation of highly innovative INDs
Rapid progress of high-value assets
Sustainable R&D Impact
Replenishment of Early Pipeline in Full Swing; Numerous First-In-Class Pipeline Candidates to Potentially Transition into Phase II/III

Advancing higher number of INDs into Phase I

Selected examples:

- **VVD Keap1 Act** (advanced solid tumors)
  Demonstrating POC of Vividion’s chemoproteomics platform

- **PSMA-TAC Cancer** (advanced prostate cancer)
  FIC/BIC opportunity in targeted radiotherapies

- **VVD Stat3 Inhibitor** (solid and heme cancers)
  Second asset from Vividion entering the clinic

---

Feeding from research into phase I

Rejuvenate mid- / late-stage pipeline with several high-value assets

Actual / expected transitions to mid- and late-stage pipeline in 2024:

Selected examples:

- **Phase II**
  - **Bemdaneprocel** (Parkinson’s Disease)
    PSC-derived dopaminergic cell therapy; FIC potential
  - **Anti-Alpha2-Antiplasmin mAB** (Ischemic Stroke)
    Effective thrombolytic with no increase in bleeding risk; FIC potential

- **Phase III**
  - **HER2/mEGFR Inhibitor** (Lung Cancer)
    Targeting underserved NSCLC mutations; BIC potential

---

1 Pipeline status as of Feb 20, 2024; excluding future external / inorganic projects

/// Bayer AG /// Investment Case /// March 2024
Leveraging DSO to Enhance Productivity and Speed While Managing LoE Transition

**SALES**
Launch products should largely balance LoE’s near- and mid-term business to return to growth thereafter.

**MARGIN**
Drive productivity gains across whole value chain to support margins amid continued growth investments.

**CASH**
Focus on trade working capital optimization and stringent CapEx prioritization.
DSO Will Drive Speed and Productivity Enhancing Innovation and Growth

**New Operating Model**

FROM: Traditional hierarchic, org focus…

Organization revolves around customers and products instead of functions

Teams to utilize most appropriate functional expertise when needed

TO: … mission-centric, value-focused operating model

Small clusters to operate with speed and efficient decision-making

**Benefits**

- Customer centricity
- Product fit set up
- Faster decision-making
- Enhanced resource allocation
- Cost savings potential
- Improved long-term returns
First Successes of Frontrunner Teams Demonstrate Huge Potential Across the Value Chain

**Product Supply Inventory Management**
Set-up of cross-functional team to redefine collaboration with external suppliers
Potential to shorten throughput time by up to 90% - from 30 days to mere single day
Enhancing supply flexibility for our patients and improved financial performance in terms of cash and costs

**US Commercial Team**
Broke down franchise and functional silos to create customer and product squads
Squads are largely autonomous, cross-functional, entrepreneurial units with financial accountability
Flattened organization, e.g. 40% less managers

**Early Clinical Development Oncology**
Focusing on patient centered drug development across all modalities and biologies
Potential to accelerate clinical development with rapid learning cycles to explore ideas and assess progress every 90 days
Increases quality and speed of decision-making

**Eylea Global Brand Team**
Set-up of small, mission-focused teams, empowered to make decisions at the lowest level possible
Increased agility and ability to address critical tasks much faster than in the previous set-up, e.g. achieving fast approval of Eylea 8mg
2024 Guidance and our Mid-Term Ambition Through 2026

**2023**  |  **2024e at constant FX**
---|---
**Net Sales**  | €18.1bn  | -4% to 0%

**EBITDA margin** (before special items)  | 28.7%  | 26% to 29%

**Innovation**

**Mid-Term**

**Support topline resilience during LoE’s of major products:**
- Drive further launch uptake of Nubeqa and Kerendia
- Launch of Eylea 8mg, Elisabetant and Acoramidis
- Maximize the full commercial value of base business

**Drive productivity gains to support margins:**
- Continue tight cost management to fund growth investments while mitigating inflation and margin diluting change in product mix
- Improve organizational efficiency and productivity through DSO implementation

**Advance early assets to re-create promising mid-/late pipeline**
- Sustainable generation of highly innovative INDs
- Rapid progress of high-value assets

---

1 Reflects our 2024 guidance at the average actual currencies for 2023; 2 Estimated Sales FX impact of ~2% pts, estimated EBITDA Margin FX impact of ~2% pts; 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.
Preparing for Long-term Growth While Managing LoE Transition

Three strategic priorities:
- Renew topline – grow pipeline value – leverage new operating model
- Launch products should largely balance LoE’s near- and mid-term, business expected to return to topline growth thereafter.
- Our advanced R&D capabilities and priorities will continue to shape a pipeline of higher quality and differentiated assets.
- Rapid rebuild of healthy early-/mid-stage pipeline is in full swing, three high potential products could enter market in 2025/2026.
- Productivity gains across the whole value chain will support margins amid continued growth investments.

BAYER PHARMA

Treat the untreatable.
Cure disease.
Offer hope.
Pharmaceuticals: R&D Developments (since last update on December 19, 2023)

- **Phase I**
  - Initiation of **VVD STAT3 Inhibitor**

- **Phase II**
  - Initiation of **Anti-a2AP** (Acute Ischemic Stroke; Pulmonary Embolism (SIRIUS))
  - Discontinuation of **Regorafenib** (combi Nivolumab)

- **Phase III**
  - Approval of **Aflibercept 8mg** DME and nAMD in EU and Japan

- **Commercial**
  - Newsflow
  - Phase transition (FPFV)
  - New LCM
  - Discontinuations

---

1 Including Precision Cardiovascular, Nephrology & Acute Care

/// Bayer AG /// Investment Case /// March 2024
### Pharmaceuticals – Pipeline Overview

(as of Feb 20, 2024)

#### Phase I

<table>
<thead>
<tr>
<th>Drug/Therapy</th>
<th>Indication/Pharmacology</th>
</tr>
</thead>
<tbody>
<tr>
<td>HER2/mEGFR Inhibitor (BAY 2927088)</td>
<td>HER2/mEGFR Inhibitor</td>
</tr>
<tr>
<td>DGKeta Inhibitor (BAY 2965501)</td>
<td>DGKeta Inhibitor</td>
</tr>
<tr>
<td>CCR8 Ab (BAY 3375968)</td>
<td>CCR8 Inhibitor</td>
</tr>
<tr>
<td>VVD KEAP1 Act (VVD-130037 aka NRF2 Inh, BAY 3605349)</td>
<td>NRF2 Activator</td>
</tr>
<tr>
<td>DGKalpa Inh (BAY 2862789)</td>
<td>DGKalpa Inhibitor</td>
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<tr>
<td>PSMA TAC (BAY 3546828)</td>
<td>PSMA TAC</td>
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<tr>
<td>VVD STAT3 Inhibitor (VVD-130850, BAY 3630914)</td>
<td>STAT3 Inhibitor</td>
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<tr>
<td>sGC Activator Oral (BAY 3283142)</td>
<td>sGC Activator</td>
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<tr>
<td>SEMA 3a (BAY 3401016)</td>
<td>SEMA 3a</td>
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<tr>
<td>Anti-coagulant (BAY 3389934)</td>
<td>Anti-coagulant</td>
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<tr>
<td>Bemaneprprocel (Parkinson’s Disease Cell Therapy) (BRT-DA01)</td>
<td>Bemaneprprocel</td>
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<tr>
<td>Parkinson’s Disease rAAV Gene Therapy (AB-1005 aka AAV2-GDNF-PD)</td>
<td>Parkinson’s Disease Gene Therapy</td>
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<tr>
<td>Multiple System Atrophy rAAV Gene Therapy (AB-1005 aka AAV2-GDNF-MSA)</td>
<td>Multiple System Atrophy Gene Therapy</td>
</tr>
<tr>
<td>Pompe Disease rAAV Gene Therapy (ACTUS-101)</td>
<td>Pompe Disease Gene Therapy</td>
</tr>
<tr>
<td>Huntington’s Disease rAAV Gene Therapy (AB-1001 aka BV-101)</td>
<td>Huntington’s Disease Gene Therapy</td>
</tr>
<tr>
<td>LGMD2I/r9 rAAV Gene Therapy (AB-1003 aka LION-101)</td>
<td>LGMD2I/r9 Gene Therapy</td>
</tr>
<tr>
<td>GPR84 Antagonist (BAY 3178275)</td>
<td>GPR84 Antagonist</td>
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<tr>
<td>BAY 2701250</td>
<td>BAY 2701250</td>
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#### Phase II

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<tr>
<th>Drug/Therapy</th>
<th>Indication/Pharmacology</th>
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<tbody>
<tr>
<td>Congestive Heart Failure rAAV Gene Therapy (AB-1002)</td>
<td>Congestive Heart Failure Gene Therapy</td>
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<tr>
<td>Anti-a2AP (BAY 3018250)</td>
<td>Anti-a2AP</td>
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<tr>
<td>Zabedosertib (IRA44 Inh.) (BAY 1834845)</td>
<td>IRA44 Inh.</td>
</tr>
<tr>
<td>Runcaciglut (sGC Activator) (BAY 1101042)</td>
<td>sGC Activator</td>
</tr>
<tr>
<td>DARtide (VEGF Inhibitor)</td>
<td>DARtide</td>
</tr>
<tr>
<td>Anti-coagulant (BAY 3389934)</td>
<td>Anti-coagulant</td>
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<tr>
<td>Bemaneprprocel (Parkinson’s Disease Cell Therapy) (BRT-DA01)</td>
<td>Bemaneprprocel</td>
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<tr>
<td>Parkinson’s Disease rAAV Gene Therapy (AB-1005 aka AAV2-GDNF-PD)</td>
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<tr>
<td>Multiple System Atrophy rAAV Gene Therapy (AB-1005 aka AAV2-GDNF-MSA)</td>
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<tr>
<td>Pompe Disease rAAV Gene Therapy (ACTUS-101)</td>
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<tr>
<td>LGMD2I/r9 rAAV Gene Therapy (AB-1003 aka LION-101)</td>
<td>LGMD2I/r9 Gene Therapy</td>
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<tr>
<td>GPR84 Antagonist (BAY 3178275)</td>
<td>GPR84 Antagonist</td>
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<td>Darolutamide (AR Inhibitor)</td>
<td>Prostate Cancer</td>
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<tr>
<td>Anti-a2AP (BAY 3018250)</td>
<td>Anti-a2AP</td>
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<tr>
<td>Zabedosertib (IRA44 Inh.) (BAY 1834845)</td>
<td>IRA44 Inh.</td>
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<tr>
<td>Runcaciglut (sGC Activator) (BAY 1101042)</td>
<td>sGC Activator</td>
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<tr>
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<td>DARtide</td>
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<tr>
<td>Anti-coagulant (BAY 3389934)</td>
<td>Anti-coagulant</td>
</tr>
<tr>
<td>Bemaneprprocel (Parkinson’s Disease Cell Therapy) (BRT-DA01)</td>
<td>Bemaneprprocel</td>
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<tr>
<td>Parkinson’s Disease rAAV Gene Therapy (AB-1005 aka AAV2-GDNF-PD)</td>
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<tr>
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<td>Multiple System Atrophy Gene Therapy</td>
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<tr>
<td>Pompe Disease rAAV Gene Therapy (ACTUS-101)</td>
<td>Pompe Disease Gene Therapy</td>
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<td>BAY 2701250</td>
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#### Submissions

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<tr>
<td>Anti-a2AP (BAY 3018250)</td>
<td>Anti-a2AP</td>
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<tr>
<td>Zabedosertib (IRA44 Inh.) (BAY 1834845)</td>
<td>IRA44 Inh.</td>
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<tr>
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<td>sGC Activator</td>
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<tr>
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<tr>
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<td>Huntington’s Disease Gene Therapy</td>
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<td>LGMD2I/r9 Gene Therapy</td>
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<tr>
<td>GPR84 Antagonist (BAY 3178275)</td>
<td>GPR84 Antagonist</td>
</tr>
<tr>
<td>BAY 2701250</td>
<td>BAY 2701250</td>
</tr>
</tbody>
</table>

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1. Bayer and partner sponsored + 3rd party label enabling studies with first patient first visit
2. Conducted by Merck & Co  3. Including Precision Cardiovascular, Nephrology & Acute Care

---

Major R&D Milestones Expected in 2024

<table>
<thead>
<tr>
<th>Phase I</th>
<th>Phase II</th>
<th>Phase III</th>
<th>Submission / Approval</th>
</tr>
</thead>
<tbody>
<tr>
<td>PSMA SMOL-TAC: Start Phase I</td>
<td>sGC Activator oral CKD: Start Phase IIb</td>
<td>Darolutamide/ADT mHSPC: Primary compl. phase III (ARANOTE)</td>
<td></td>
</tr>
<tr>
<td>SOS1 Inh: Start Phase I</td>
<td>Bemdaneprocel PD: Start Phase II</td>
<td>HER2/mEGFR Inhibitor: Start phase III</td>
<td></td>
</tr>
<tr>
<td>Sema3A mAB: Primary compl. Phase I</td>
<td>PD rAAV Gene Therapy: Start Phase II</td>
<td>Finerenone CKD in T1D: Start Phase III (FINE-ONE)</td>
<td></td>
</tr>
<tr>
<td>Runcaciguat NPDR: Primary compl. Phase IIa</td>
<td></td>
<td>Finerenone HFmr/pEF: Primary compl. phase III (FINEARTS-HF)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Elinzacetan VMS: Primary compl. Phase III (OASIS program)²</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Afibercept RVO: 8 mg Primary compl. Phase III (QUASAR)</td>
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<tr>
<td></td>
<td></td>
<td>Gadoquatrane: Prim.complet. phase III (QUANTI-CNS/-OBR)</td>
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</tbody>
</table>

¹ After February 20th, 2024 ² OASIS-1, -2 and -3 primary completion achieved. OASIS-4 expected in 2024 ³ Including Precision Cardiovascular, Nephrology & Acute Care
Numerous First-In-Class Pipeline Candidates to Potentially Transition Into Mid-And Late-Stage Soon
Selected Assets with Expected Upcoming Phase Transition

<table>
<thead>
<tr>
<th>Potential Launch between 2028-2032</th>
<th>Program (Indication)</th>
<th>Current Phase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cardiovascular+ including Precision CV, Nephrology &amp; Acute Care</td>
<td>sGC Activator Oral (Chronic Kidney Disease)</td>
<td>FIC/BIC</td>
</tr>
<tr>
<td></td>
<td>Runcaciguat (NDPR)</td>
<td>FIC/BIC</td>
</tr>
<tr>
<td>Oncology</td>
<td>mEGFR/HER2i (Lung Cancer)</td>
<td>FDA breakthrough therapy designation, BIC</td>
</tr>
<tr>
<td>Neurology &amp; Rare Diseases</td>
<td>Bemdaneprocel (Parkinson’s)</td>
<td>FDA fast track, FIC/BIC</td>
</tr>
<tr>
<td></td>
<td>Parkinson’s Disease rAAV Gene Therapy (Parkinson’s)</td>
<td>FIC/BIC</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Description</td>
<td></td>
</tr>
<tr>
<td>--------------</td>
<td>-----------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>AE</td>
<td>Adverse events</td>
<td></td>
</tr>
<tr>
<td>AI</td>
<td>Artificial intelligence</td>
<td></td>
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<tr>
<td>AAV</td>
<td>Adeno-associated virus</td>
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<tr>
<td>ATTR-CM</td>
<td>Transthyretin amyloidosis cardiomyopathy</td>
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<tr>
<td>BCR</td>
<td>Biochemical recurrence</td>
<td></td>
</tr>
<tr>
<td>BIC</td>
<td>Best-in-class</td>
<td></td>
</tr>
<tr>
<td>bn</td>
<td>billion</td>
<td></td>
</tr>
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<td>CAGR</td>
<td>Compound Annual Growth Rate</td>
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<tr>
<td>CV</td>
<td>Cardiovascular</td>
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<td>Cardiovascular diseases</td>
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<tr>
<td>CI</td>
<td>Confidence interval</td>
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</tr>
<tr>
<td>CKD</td>
<td>Chronic kidney disease</td>
<td></td>
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<tr>
<td>cpa</td>
<td>Currency and portfolio adjusted</td>
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<tr>
<td>DME</td>
<td>Diabetic macular edema</td>
<td></td>
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<tr>
<td>DSO</td>
<td>Dynamic shared ownership</td>
<td></td>
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<tr>
<td>EBITDA</td>
<td>Earnings before interest, tax, depreciation, and amortization</td>
<td></td>
</tr>
<tr>
<td>e.g.</td>
<td>Exampli gratia (for example)</td>
<td></td>
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<tr>
<td>EMEA</td>
<td>Europe, Middle East, and Africa</td>
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</tr>
<tr>
<td>EU</td>
<td>European Union</td>
<td></td>
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<tr>
<td>EU5</td>
<td>France, Germany, Italy, Spain, United Kingdom</td>
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<tr>
<td>Excl.</td>
<td>Excluding</td>
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<td>FDA</td>
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<tr>
<td>FIC</td>
<td>First-in-class</td>
<td></td>
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<tr>
<td>FPFV</td>
<td>First patient first visit</td>
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<tr>
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<td>Gyn</td>
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<td>HF</td>
<td>Heart failure</td>
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<td>HR</td>
<td>Hazard ratio</td>
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<tr>
<td>HY1 / HY2</td>
<td>Half year 1 / Half year 2</td>
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</tr>
<tr>
<td>IND</td>
<td>Investigational New Drug</td>
<td></td>
</tr>
<tr>
<td>J</td>
<td>Japan</td>
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</tr>
<tr>
<td>k</td>
<td>thousands</td>
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<tr>
<td>LCM</td>
<td>Life cycle management</td>
<td></td>
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<tr>
<td>LoE</td>
<td>Loss of exclusivity</td>
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<tr>
<td>LVEF</td>
<td>Left ventricular ejection fraction</td>
<td></td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Description</td>
<td></td>
</tr>
<tr>
<td>--------------</td>
<td>-------------</td>
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</tr>
<tr>
<td>m</td>
<td>Million</td>
<td></td>
</tr>
<tr>
<td>mg</td>
<td>Milligram</td>
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</tr>
<tr>
<td>mHSPC</td>
<td>Metastatic hormone sensitive prostate cancer</td>
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</tr>
<tr>
<td>nAMD</td>
<td>Neovascular age-related macular degeneration</td>
<td></td>
</tr>
<tr>
<td>NBRx</td>
<td>New-to-brand prescriptions</td>
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</tr>
<tr>
<td>nmCRPC</td>
<td>Non-metastatic castration resistant prostate cancer</td>
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<td>NME</td>
<td>New molecular entity</td>
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<td>NSCLC</td>
<td>Non-small cell lung cancer</td>
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<tr>
<td>p.a.</td>
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<td>PSC</td>
<td>Pluripotent stem cells</td>
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<tr>
<td>PTS</td>
<td>Probability of technical success</td>
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<td>R&amp;D</td>
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<td>SGLT2i</td>
<td>Sodium-glucose Cotransporter 2 Inhibitors</td>
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<td>SoC</td>
<td>Standard of Care</td>
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<tr>
<td>T1D</td>
<td>Type 1 diabetes mellitus</td>
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<tr>
<td>T2D</td>
<td>Type 2 diabetes mellitus</td>
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<tr>
<td>TIA</td>
<td>Transient ischemic attack</td>
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<td>TTR</td>
<td>Transthyretin</td>
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<td>United Kingdom</td>
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<td>U.S.</td>
<td>United States of America</td>
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<td>VBP</td>
<td>Volume based procurement</td>
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<tr>
<td>VMS</td>
<td>Vasomotor symptoms</td>
<td></td>
</tr>
<tr>
<td>vs</td>
<td>Versus</td>
<td></td>
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<tr>
<td>yoy</td>
<td>Year-over-year</td>
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</table>
BAYER

CONSUMER HEALTH

Driving Sustainable Industry
Leading Performance

Investment Case
March 2024
Delivering Sustainable Industry-Leading Performance

01 Market Development & Iconic Brand Leadership

02 Performance

03 Strategic Game Plan

04 Accelerate Value Creation with Dynamic Shared Ownership
The Consumer Health Market Continues to Remain Attractive
Category dynamics to settle again on a steady and attractive mid-single digit growth percentage

INDUSTRY GROWTH OUTLOOK

3-5% CAGR
CH global market outlook

INDUSTRY GROWTH DRIVERS

- Self-Care focus
- Healthcare systems overstretched
- Digital ecosystems & personalization
- Digital commerce
- Cough & cold dynamics
- Ageing population & growing middle class

Sources: Internal market model in-market sales OTC medicines, data from IQVIA, Nicholas Hall

Bayer AG Investment Case March 2024
A Leading Player With a Well-Balanced Core Consumer Health Portfolio

**CATEGORY PORTFOLIO**

- Nutritionals: 12%
- Dermatology: 12%
- Digestive Health: 15%
- Allergy: 3%
- Pain: 23%
- Cough & Cold: 24%
- Cardiovascular: 11%

**GEOGRAPHIC FOOTPRINT**

- NORTH AMERICA: ~38%
- EUROPE, MIDDLE EAST & AFRICA: ~36%
- ASIA PACIFIC: ~13%
- LATIN AMERICA: ~13%

**2023\n€6.0bn**

*Share of Net Sales*

Sources: Bayer CH Portfolio – Company DB, IQVIA, IRI, & Nielsen, Oct MAT 2023; Bayer Geographic Footprint – Net Sales 2023
Iconic Brands With Leading Market Positions

ASPIRIN®
#1 Cardio

Bepanthen®
#1 Wound Care

Redoxon®
#2 Immunity

elevit
#1 Healthy Baby

Canesten®
#1 Women's Intimate Health

Rennie®
#2 Heartburn EMEA

Claritin
#2 Allergy NA

Iberogast
#2 Digestive Health EMEA

MiraLAX
#2 Constipation US

Afrin
#1 Nasal Cold US

Berocca
#1 Energy

ONE A DAY
#1 Multivitamins NA

Source: Market 360, MAT October 2023, Value, SAM - Strategically Addressable Markets, Top corporations / brands (private label not counted), brand positions in their respective biggest sub-category / segment(s)
Consistent Track Record in Delivering Profitable Growth and Cash

**GROWTH ACCELERATED ABOVE MARKET**

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Sales (€bn)</th>
<th>Growth %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>5.5</td>
<td>(0.7%)</td>
</tr>
<tr>
<td>2019</td>
<td>5.5</td>
<td>2.6%</td>
</tr>
<tr>
<td>2020</td>
<td>5.0</td>
<td>5.2%</td>
</tr>
<tr>
<td>2021</td>
<td>5.3</td>
<td>6.5%</td>
</tr>
<tr>
<td>2022</td>
<td>6.1</td>
<td>8.4%</td>
</tr>
<tr>
<td>2023</td>
<td>6.0</td>
<td>6.3%</td>
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</table>

Outperformed vs. CH peer growth

Exceeded 3-5% p.a. growth guidance

**CONSTANT MARGIN EXPANSION DESPITE INFLATION**

<table>
<thead>
<tr>
<th>Year</th>
<th>EBITDA/Net Sales (€bn)</th>
<th>AS % of Net Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>20.1%</td>
<td>2.6%</td>
</tr>
<tr>
<td>2019</td>
<td>20.9%</td>
<td>2.0%</td>
</tr>
<tr>
<td>2020</td>
<td>22.0%</td>
<td>+330bps</td>
</tr>
<tr>
<td>2021</td>
<td>22.5%</td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>22.5%</td>
<td></td>
</tr>
<tr>
<td>2023</td>
<td>23.4%</td>
<td></td>
</tr>
</tbody>
</table>

Productivity program > Inflation

Committed “mid-20s” margin in reach

**IMPROVED CASH CONVERSION DRIVEN BY LOWER WSR**

<table>
<thead>
<tr>
<th>Year</th>
<th>Working Capital (% of Net Sales)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>23.4%</td>
</tr>
<tr>
<td>2019</td>
<td>23.5%</td>
</tr>
<tr>
<td>2020</td>
<td>23.4%</td>
</tr>
<tr>
<td>2021</td>
<td>23.4%</td>
</tr>
<tr>
<td>2022</td>
<td>22.3%</td>
</tr>
<tr>
<td>2023</td>
<td>21.7%</td>
</tr>
</tbody>
</table>

Cash productivity focus

Stable cash delivery of ~€800m

2023 rebound to secure supply

---

1 cpa = currency and portfolio adjusted; 2 EBITDA before Special Items
3 WSR = Working Capital to Sales ratio: Sum of average inventories, trade accounts receivable less trade accounts payable (excl. refund liabilities), divided by net sales of last 12 months, bps 2023 vs 2018

---

Bayer AG Investment Case March 2024
A Clear Game Plan to Sustain Outperformance

// VISION
Help over 1 billion people to live healthier lives with most trusted self-care solutions

// AMBITION
Grow our brands ahead of market, achieve industry competitive EBITDA

// WHERE TO PLAY
Winning Portfolio in attractive categories and geographies where Bayer has a right to win

// HOW TO WIN
- Driving growth-focused innovation
- Industry leading commercial capabilities
- Optimizing Cost & Cash and Resilience
- Agile and focused organization

// OUR ACCELERATORS
- Digital Transformation
- Sustainability

// OUR DIFFERENTIATOR
Science for a better life
Growing our Brands and Innovating Across Four Growth Drivers

Core Business

Innovation on unmet needs

Geographic expansion & access

Digital commerce & health platforms

- Household penetration
- Trial and awareness
- Net Revenue Mgmt
- Rx-to-OTC Switch
- Holistic gut health
- Relax & Restore
- Brand expansion
- India, ASEAN
- Low-income consumers
- eCommerce
- Digital Diagnostics
- Digital Therapeutics

Innovation pipeline value increased by 82% to €1bn\(^1\)

---

\(^1\) 2020 vs. 2023 Period - Value of late-stage new-product-development pipeline as measured by Year 5 incremental sales

Bayer AG Investment Case March 2024
### Industry Leading Commercial Capabilities

<table>
<thead>
<tr>
<th>Creative excellence</th>
<th>Full funnel precision marketing</th>
<th>Leading eCommerce capabilities</th>
<th>Customer and HCP centric mindset</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Best-in-class</strong> creativity</td>
<td><strong>Personalized consumer experience</strong></td>
<td><strong>Strategic acquisitions in eCommerce</strong></td>
<td><strong>Strategic customer partnerships in key markets</strong></td>
</tr>
<tr>
<td><strong>Top-tier content quality score (84% in 2023)</strong></td>
<td><strong>Precision marketing (55% of media)</strong></td>
<td><strong>Capability transfer to base portfolio</strong></td>
<td><strong>Joined Business Planning</strong></td>
</tr>
<tr>
<td><strong>External recognition (11 awards, 3 Cannes Lions¹)</strong></td>
<td><strong>AI technology integration</strong></td>
<td><strong>12% of Net Sales from eCommerce</strong></td>
<td><strong>HCP engagement</strong></td>
</tr>
</tbody>
</table>

¹ Cannes Lions International Festival of Creativity is home of the world's most prestigious advertising awards.

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Bayer AG Investment Case March 2024
Consumer Health as a Force for Good – and Growth

Expand Access to Everyday Health

75 million people¹ with improved access to self-care in underserved communities 2023
Target: 100M in 2030

12% of net sales from low-income portfolio

Accelerating geographic expansion

Path to Climate Neutrality

42% CO₂ emissions reduction achieved across operations since 2019
Target: climate neutral in 2030

€2.4M/year savings through energy efficiency

37% electricity from renewable sources across 60%+ sites

Advancing sustainable packaging

¹ 2023 Health access and environmental footprint achievements vs. 2019 baseline

Bayer AG // Investment Case // March 2024
Agile and Focused Organization with Dynamic Shared Ownership

FROM

Functional Orientation

Senior Management

Marketing

Commercial

Product Supply

TO

Consumer & Customer Centric Teams

Value creation through speed & simplification

ASEAN Dermatology & Allergy Impact

+ 30% Net Sales from Innovation\(^1\)

3x Faster time to market\(^2\)

- 50% Supply Chain lead times

Note: ASEAN Results: \(^1\)Net Sales from Innovation for 2024; \(^2\)Time to market relative to cosmetic registered products
A Sustainable Value Creation Model, Accelerated by DSO

GROWTH
Drive above-market growth focusing on attractive categories, markets, channels, and superior execution

MARGIN
Continuously improve margin through scale effects and continuous efficiency programs

CASH
Drive absolute growth and EBITDA at optimized working capital to increase cash generation
Mid-term Outlook Anticipates Above Market Sales Growth

Disciplined Execution of New Operating Model to Improve Profitability and Operating Cash Flows

### Net Sales

<table>
<thead>
<tr>
<th>2023</th>
<th>2024e at constant FX¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>€6.0bn</td>
<td>+3% to +6% ²</td>
</tr>
</tbody>
</table>

### EBITDA Margin (before special items)

| 23.4%  | 23% to 24% |

### Innovation

- Investment for growth in attractive categories & geographies
- Innovation behind unmet needs: Gut Health, Healthy Ageing
- Accelerated growth expansion into growth markets like India, Mexico
- Operational model to support stronger consumer and customer centricity

### Profitability at industry competitive margin levels:

- Delayered and consumer/customer centric organization
- Continued roll-out of holistic, cross-organizational productivity program
- Fund sustainable growth and manage headwinds (FX, inflation)

### Further build our iconic brands

- Innovation on consumer unmet needs
- Commercial excellence to continue winning with a growing number of consumers

¹ Reflects our 2024 plan at the average actual currencies for 2023 ² Estimated FX impact: −5% (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)
Driving Sustainable Peer Outperformance in Consumer Health

- Further build iconic brands through innovation and commercial excellence
- Consistent track record of delivering growth, margin and cash expansion
- A Game Plan to sustain outperformance, industry leading capabilities
- Agile and focused organization with Dynamic Shared Ownership
- A leading player with a well-balanced portfolio focused on core CH
Sustainability @Bayer

01
Strategy

02
Targets

03
Governance

04
Ratings
We are Systemically Relevant

Sustainability Drives Value and Growth for Our Company

**OUR MISSION and VISIONS**

---

**Health for All, Hunger for None.**

- Produce 50% More.
- Restore Nature.
- Scale Regenerative Ag.

- Treat the Untreatable.
- Cure Disease.
- Offer Hope.

- Help over 1bn People to Live Healthier Lives with most Trusted Self-Care Solutions.

---

**OUR AREAS of IMPACT**

- **Climate Action**
  - Our impact on the 55GT of CO₂ in our value chain

- **Health Equity**
  - Our impact on 4 billion people with no access to basic health care

- **Food Security**
  - Our impact on inflation & 1 billion chronically hungry people

---

Bayer AG Investment Case March 2024
We Create Impact through Sustainable Business Opportunities

Sustainability is Integral to Our Values, Strategy and Operations

PHARMACEUTICALS • CONSUMER HEALTH • CROP SCIENCE

Megatrends

AGING POPULATION

Preserve and restore health

GROWING POPULATION

Produce 50% More
Secure sufficient supply of quality food
Increase access to health

PRESSURE ON ECOSYSTEMS

Restore More
Scale Regenerative AG

Societal Needs

Preserve and restore health

Produce 50% More
Secure sufficient supply of quality food
Increase access to health

Secure sufficient supply of quality food
Increase access to health

Impact

Help more people thrive

Sustainable Growth

Our Vision: Health for All, Hunger for None

Decrease ecological footprint

Business growth through sustainable innovation
We have Ambitious Measurable Targets for Sustainable Development

Our 2030 Targets\(^1\) positively contribute to today’s pressing challenges

This slide provides a summary, for detailed descriptions we are referring to our webpage [https://www.bayer.com/en/sustainability/targets](https://www.bayer.com/en/sustainability/targets) as well as our latest sustainability report: [https://www.bayer.com/en/sustainability/sustainability-reports](https://www.bayer.com/en/sustainability/sustainability-reports)

### Help more PEOPLE thrive

- Support **100m smallholder farmers** in LMICs\(^2\)
- Fulfill the need of **100m women** in LMICs\(^2\) for modern contraception
- Support **100m people** in underserved\(^3\) communities with self care interventions from Bayer
- Achieve gender balance at all managerial levels

**PH:** Increase availability and affordability of our innovative pharma products in LMICs\(^2\)

### Decrease ECOLOGICAL footprint

- **Climate neutrality\(^3\) in own operations** + reduced emissions in our supply chain
  - 42% reduction target\(^4\) for Scope 1 & 2
  - 12.3% reduction target\(^5\) for relevant Scope 3 categories

- **Net Zero emission target by 2050 or earlier** (Scope 1, 2 & 3) incl. our entire value chain

- **CS:** -30% environmental impact of our global crop protection portfolio per hectare against a 2014-2018 average baseline

- Enable our farming customers to reduce their on-field GHG emissions by 30% per mass unit of crop produced\(^5\)

- **Improving water use per kg of crop by 25%** by transforming rice-cropping systems for our smallholder customers in the relevant regions where Bayer operates

- **CH:** Transition all Consumer Health products to 100% recycle-ready packaging\(^6,7\)

---

\(^1\) The respective target year is 2030 unless specified otherwise

\(^2\) LMIC: low and middle income countries - all countries included in the World Bank list as per 1 July 2019

\(^3\) Underserved: economically or medically

\(^4\) By 2029 from a 2019 base year

\(^5\) compared to the overall base year emission intensity. This applies to the highest greenhouse gas emitting crop systems in the regions Bayer serves with its products.

\(^6\) applies to primary, secondary and tertiary packaging

\(^7\) where safety permits and regulations allow
We Are on Track in Our Decarbonization & Climate Mitigation Journey

**Scope 1 & 2**

42% less CO₂e in our own operations by 2029 & Net Zero by 2050

**Reduced emissions by 0.9% or around 28,000 metric tons compared to 2022 (-20.2% compared to base year)**

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

Additionally, offsetting of 600k metric tons of greenhouse gas emissions

<table>
<thead>
<tr>
<th>Year</th>
<th>CO₂e in mio metric tons of CO₂ equivalent</th>
<th>% change vs. base year 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>3.76</td>
<td>100%</td>
</tr>
<tr>
<td>2022</td>
<td>3.03</td>
<td>-19.4%</td>
</tr>
<tr>
<td>2023</td>
<td>3.00</td>
<td>-20.2%</td>
</tr>
<tr>
<td>2029</td>
<td>2.15</td>
<td>-42%</td>
</tr>
</tbody>
</table>

**Scope 3**

12.3% less CO₂e in the value chain by 2029

**Emissions decreased by 6.0% or 540k tons compared to 2022 (-4.3% compared to base year)**

Reduction was largely attributable to reduced purchase volumes and associated logistics operations

“Scope 3 Accelerator” initiated in 2023 to drive supply chain decarbonization

<table>
<thead>
<tr>
<th>Year</th>
<th>CO₂e in mio metric tons of CO₂ equivalent</th>
<th>% change vs. base year 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>8.82</td>
<td>100%</td>
</tr>
<tr>
<td>2022</td>
<td>8.98</td>
<td>+1.8%</td>
</tr>
<tr>
<td>2023</td>
<td>8.44</td>
<td>-4.3%</td>
</tr>
<tr>
<td>2029</td>
<td>7.73</td>
<td>-12.3%</td>
</tr>
</tbody>
</table>

**On the Field**

30% less on-field CO₂e/crop produced by 2030²

Baselining published in 2023 utilizing data from approximately 5,000 Bayer customers and over 9,000 farms

Continued efforts to leverage Bayer Carbon Programs including ForGround, PRO Carbono and PRO Carbono Commodities (launched in Brazil in 2023), India Sustainable Rice Project and our Carbon Program in Europe

Partnering for more reach and impact (e.g., with Nori, a carbon removal offsets marketplace, and with Perdue AgriBusiness)

Innovative products in Bayer’s product pipeline to support our target (e.g. Preceon™ Smart Corn System & Climate FieldView™)

We Are on Track in Our Decarbonization & Climate Mitigation Journey

For additional information on our targets please see our Sustainability Report 2023.


2 Find our on-field greenhouse-gas reductions approach and more info here: [Climate Change and Agriculture | Bayer Global](https://www.bayer.com/en/sustainability/climate-protection)
We Support 100m Smallholder Farmers
Accessing Smallholders Improves Lives and Creates Business Opportunities

Challenges

- Lack of access to new technologies
- Limited access to knowledge
- Limited productivity of their crops
- Climate Change
- Exposed to the markets; price volatility and fluctuations
- Lack of access to markets and capital
- Hunger & malnutrition
- Additional challenges caused by Covid-19

How to get there

- Commercial operations: Regional commercial strategies focused on smallholders' needs
- Value-Chain-Partnerships: Better Life Farming centers and integration into other value chain ecosystems
- Digital Solutions: Digital Incubator & Innovation Hub in APAC
- Portfolio Differentiation: Better & affordable crop protection products, tailored to local farmer needs
- License-to-Operate & Biotech Approvals: Large regulatory approval pipeline in Africa and APAC to enter new markets

Progress

- 42% in 2019 (Baseline)
- 52% in 2022
- 53% in 2023
- 100% in 2030

~550M Smallholder farmers worldwide
>50% of population in developing countries
~550M Smallholder farmers worldwide
>50% of population in developing countries

Lack of access to new technologies
Limited access to knowledge
Limited productivity of their crops
Climate Change
Exposed to the markets; price volatility and fluctuations
Lack of access to markets and capital
Hunger & malnutrition
Additional challenges caused by Covid-19

Feed >50% of population in developing countries

~550M Smallholder farmers worldwide
>50% of population in developing countries

// Bayer AG /// Investment Case /// March 2024
We provide Access for 100m Women to Family Planning
Catalyst for Important Societal and Economic Impact

**Challenges**

- Gender inequality is still high, teenage pregnancy and maternal death are serious health concerns, especially in LMICs
- The need to provide reproductive supplies and services will further increase
- By 2030, an additional 130 million women in LMICs will have entered reproductive age

**How to get there**

- Capacity building¹, e.g. cooperation with urban health project 'The Challenge Initiative' (TCI)
- Route to women in rural areas and humanitarian settings in cooperation with partners (e.g. UNFPA)
- Long-term: Innovation, e.g. non-hormonal contraceptive technologies
- Additional supply capacity, most importantly for long-acting contraceptives: >400m€ investment into Costa Rica and Finland facilities

**Progress**

- 2019 (Baseline)
- 2022
- 2023
- 2030

---

1. Bayer AG /// Investment Case /// March 2024
We provide Access to Self-Care for 100m People in Underserved Communities

Everyday Health as the First and Last Line of Care

**Challenges**

- Ageing population, a rise in lifestyle related diseases and a constantly increasing level of healthcare costs
- Expanding access to self-care solutions helps with early intervention and lowers healthcare costs for society
- Consumers are 4-6 times more likely to purchase, protect, champion or trust brands with a strong purpose

**How to get there**

- Appropriate Portfolio: adapting our science-based portfolio to design everyday health solutions with the underserved in mind, from formula to pricing
- Deeper Penetration: meeting low-income consumers where they shop to bridge the physical gap
- Partnerships and Initiatives, e.g. the Nutrient Gap Initiative
- Activating our trusted OTC brands and end-to-end value chain
- Self-Care Education initiatives form the basis for shaping behavioral change to empower consumers to manage their own health better

**Progress**

<table>
<thead>
<tr>
<th>Year</th>
<th>Goal</th>
<th>2019 (Baseline)</th>
<th>2022</th>
<th>2023</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>41</td>
<td>49</td>
<td>51</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

/// Bayer AG /// Investment Case /// March 2024
We have Firmly Anchored Sustainability in Our Governance

Sustainability Governance framework: Holistic approach ensuring sustainable execution and advancement

We Show Strong Results in ESG Ratings and Assessments

Ongoing support through excellent sustainability reporting and transparency initiatives

<table>
<thead>
<tr>
<th>Agency</th>
<th>Score Type</th>
<th>Latest Score</th>
<th>Year*</th>
<th>△</th>
<th>Explanatory information</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSCI</td>
<td>ESG Score Controversy level**</td>
<td>A (industry average)</td>
<td>2023</td>
<td>▲</td>
<td>Confirmation of A level although severe controversies remain on file; (GMO) removed in 2022</td>
</tr>
<tr>
<td>ISS ESG</td>
<td>ESG Score Norm-Based Research</td>
<td>B- (1st decile of industry) (Neonics)</td>
<td>2023</td>
<td>▲</td>
<td>Now “Prime Status” with improvement from C+ to B- (Neonics) removed in 2021</td>
</tr>
<tr>
<td>SUSTAINALYTICS</td>
<td>Risk Score Controversy level**</td>
<td>27.4 (medium) 5 (severe)</td>
<td>2023</td>
<td>▲</td>
<td>Overall high exposure &amp; above subindustry average Impacted by Glyphosate litigation, outlook positive</td>
</tr>
<tr>
<td>Moody’s Analytics</td>
<td>ESG Score</td>
<td>55 / 100</td>
<td>2023</td>
<td>▲</td>
<td>Above industry average and sector average performance</td>
</tr>
<tr>
<td>ACCESS TO MEDICINE FOUNDATION</td>
<td>Index of pharmaceutical companies worldwide</td>
<td>3.36 / 5 (Rank 1: 4.06) #9 out of 20</td>
<td>2022</td>
<td>▲</td>
<td>Bayer entered the top 10 of the 2022 ATM ranking</td>
</tr>
<tr>
<td>Ecovaldis</td>
<td>Supply Chain Sustainability Assessment</td>
<td>76 / 100</td>
<td>2023</td>
<td>▲</td>
<td>Top 2% of all evaluated companies Strong improvements in environmental score</td>
</tr>
<tr>
<td>CDP</td>
<td>Climate Change Forests Water Security</td>
<td>A- A-</td>
<td>2023</td>
<td>▲</td>
<td>Strong performance in all 3 categories</td>
</tr>
</tbody>
</table>

* year of latest rating/scoring publication
** evaluation of controversial issues related to the company within the last 3 to 5 years through media and press releases
We Improved Our Rating Scores in the Past Years

Progress underlines relevance and acknowledgement of our sustainability strategy

## ESG Rating Results

<table>
<thead>
<tr>
<th>Year</th>
<th>Worst Rating Grade</th>
<th>Best Rating Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>35.2</td>
<td>A</td>
</tr>
<tr>
<td>2020</td>
<td>34.4</td>
<td>C+</td>
</tr>
<tr>
<td>2021</td>
<td>28.6</td>
<td>C+</td>
</tr>
<tr>
<td>2022</td>
<td>29.4</td>
<td>C+</td>
</tr>
<tr>
<td>2023</td>
<td>27.4</td>
<td>A-</td>
</tr>
</tbody>
</table>

### Red flags from ESG controversies

- **CDP - Climate Change**
  - Range: A – D
- **MSCI**
  - Range: AAA – CCC
- **ISS ESG**
  - Range: A+ – D–
- **Sustainalytics**
  - Range: 0 – 60+
- **Moody’s ESG**
  - Range: 0 – 100

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THANK YOU