

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



INVESTMENT CASE

Bayer AG



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.



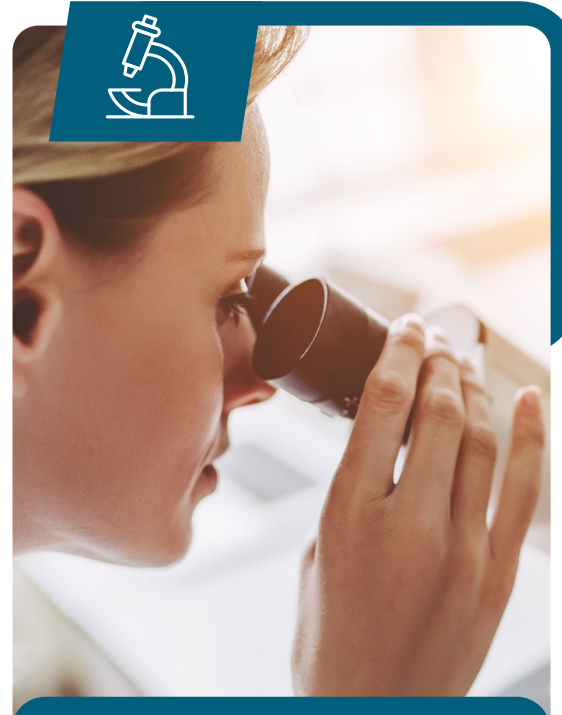
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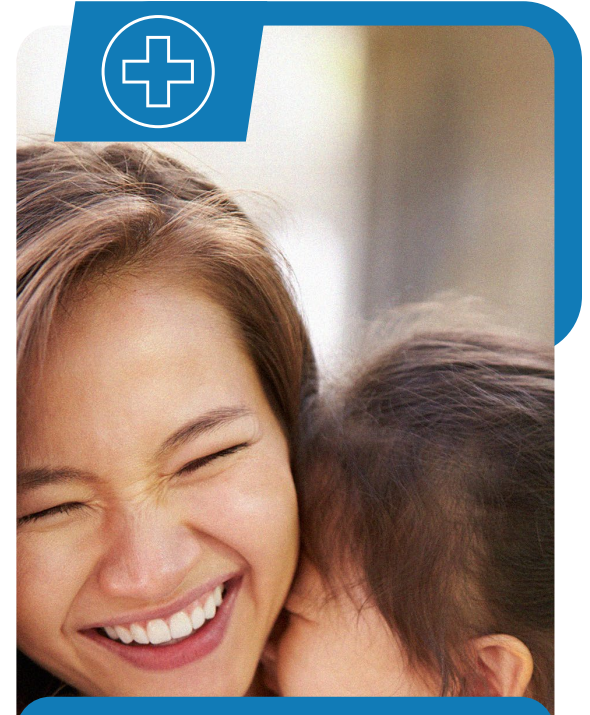
**Group
Overview**



Crop Science



Pharmaceuticals



**Consumer
Health**



Sustainability

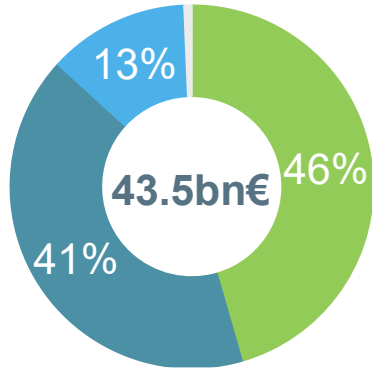


Bayer: A Global Leader in Health & Nutrition

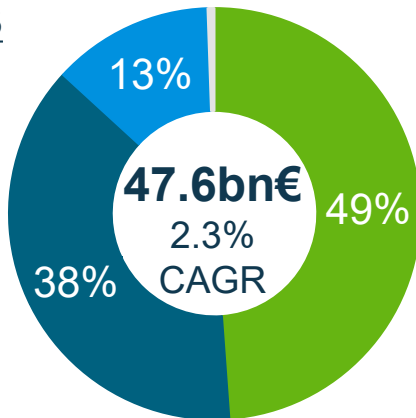


Net Sales as rep¹

2019



2023



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

Megatrends through 2050

Societal Needs

Our Mission

AGING POPULATION



People 60+ more than doubling¹

>20% of total population ¹



Preserve and restore health

GROWING POPULATION



+2.2bn

People ¹



+50%

more food and feed required to meet growing demand ²



Produce 50% More
Secure sufficient supply of quality food

Increase access to health



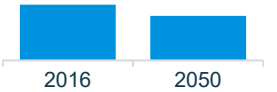
PRESSURE ON ECOSYSTEMS



-17%

Harvest losses from climate change ³

-20%



2016 2050
Significant loss in arable land per capita ⁴



Restore More
Scale Regenerative AG



Health for All, Hunger for None.

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"

⁴ FAOSTAT (accessed Oct 30, 2018) for 1961-2016 data on land, FAO 2012 for 2030 and 2050 data on land, and UNDEDA 2017: World Population Prospects for world population data



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 Current Launch Products:



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 Current Launch Products:



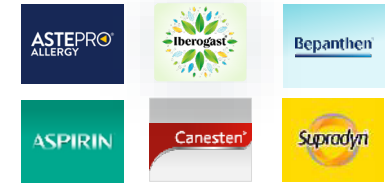
Key Mid-/Late-Stage Pipeline Opportunities

- // Elinzanetant (Vasomotor symptoms)
- // Acoramidis (ATTR-CM)
- // Asundexian (Secondary stroke prevention)
- // Anti-Alpha2-Antiplasmin mAB (Ischemic Stroke)
- // Bemdaneprocel (Parkinson's Disease) PSC-derived dopaminergic cell therapy



CONSUMER HEALTH

Key Products:



Key Mid-/Late-Stage Pipeline Opportunities

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

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**

Early financial implications

€ 2 bn in sustainable organizational savings by end of 2026

GROWTH through Customer Centricity

- // Self-managed customer- and product teams with much **greater autonomy**
- // **Faster response** to customer needs



GROWTH through Innovation Speed

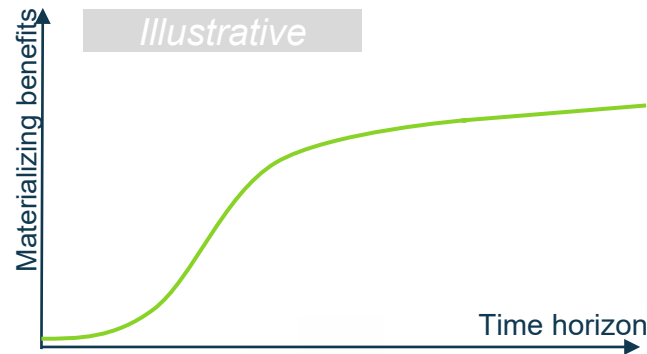
- // **Increased speed to market** due to **shorter innovation cycles** and faster decision-making in self-direction
- // More **dynamic resource flow** to highest-impact priorities



Our New Operating Model is Key Enabler to Achieve our Ambitions



Sustainable Cost Efficiencies



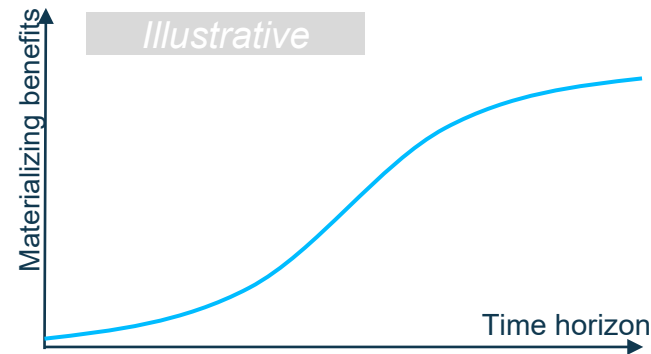
// ~€ 2 bn in sustainable organizational **savings** by end of 2026

// Lower expected **one-time cost ratio**

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



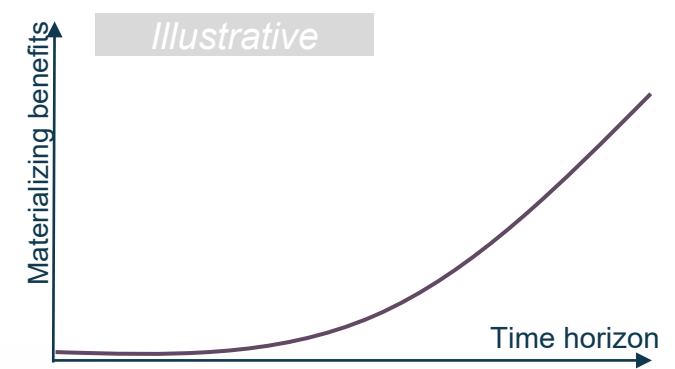
Growth through Customer Centricity



Significant change is ongoing.
Financial impact is **realized in stages**.

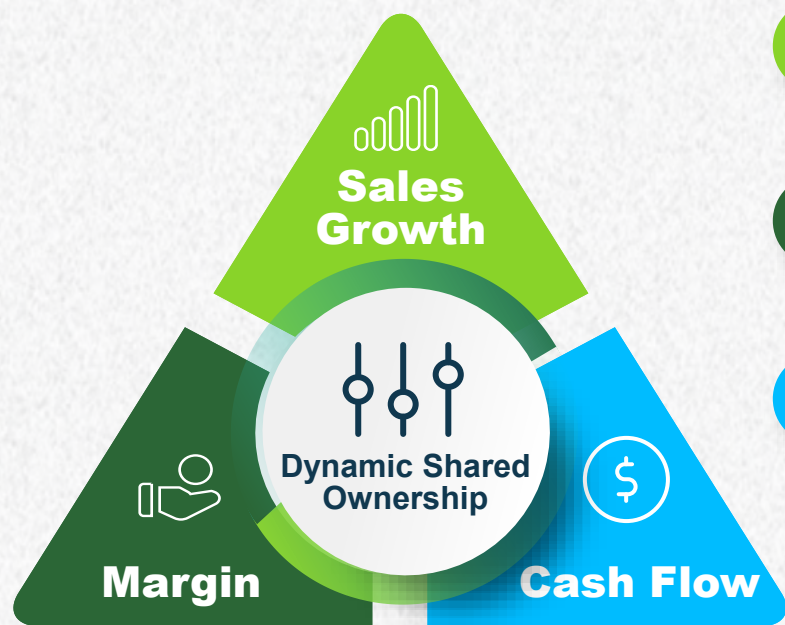


Growth through Innovation Speed



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 level¹

Adverse Effects



Litigation related Payouts: Settlements and defense

Severance Payouts: Cash outs for DSO related personnel reductions

¹e.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&L¹)

Cash Generation

→ **FREE CASH FLOW**

Limited Divestments

Cash Usage

Minimum Dividend

→ **DEBT REDUCTION**

Improve Towards Single A Category Rating

Limited Acquisitions²

¹Business Development & Licensing.

²Including 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**

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



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 demand²



>3bn

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



>70%

of all available freshwater is used in agriculture⁴



90%

of all soils are expected to be degraded by 2050⁵



-20%

loss in arable land per capita by 2050⁶



Pressure on Ecosystem



-17%

harvest losses from climate change⁷



¹ UNDESA 2017 (United Nations Department of Economic and Social Affairs, Population Division (2017). World Population Prospects: The 2017 Revision)
² FAO 2017, (FAO Global Perspective Studies)
³ FAO, 2020 (Water Scarcity | UN-Water (unwater.org))
⁴ UN-Water, 2021 Water Scarcity | UN-Water (unwater.org))
⁵ FAO Saving our soils by all earthly ways possible | FAO Stories | Food and Agriculture Organization of the United Nations
⁶ FAOSTAT (accessed Oct 30, 2018) for 1961-2016 data on land, FAO 2012 for 2030 and 2050 data on land, and UNDEDA 2017: World Population Prospects for world population data
⁷ Nelson et. al, (2014); FAO 2016 "Climate change and food security"

Bayer Crop Science Strategic Agenda



**SCALE
REGENERATIVE AG**



Direct Seeded Rice Field



**DRIVE OPERATIONAL
EXCELLENCE**



Seed Chipper- Ankeny, IA



**DELIVER WORLD
CLASS INNOVATION**



Bayer Protected Culture Seed Design Center - Petrolina, Brazil

// INDUSTRY LEADING FINANCIAL PERFORMANCE //

Our Vision Aspires to Address Global Challenges at Scale

Produce **50% More.**



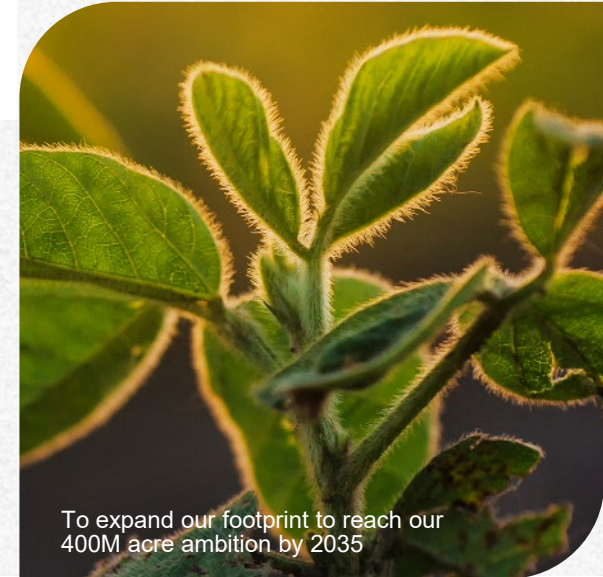
Required increase by 2050 to feed the world (FAO data)

Restore Nature.



To meet our 2030 sustainability commitments

Scale Regenerative Ag.



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



Sustainability Commitments¹

30%

Reduction in GHG emissions per kg of crops produced

30%

Reduction in crop protection impact on the environment

25%

Improvement of water use per kg of rice produced

100m

Empower 100m smallholder farmers

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



01

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



ADJACENT SPACES

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

¹ Company estimates



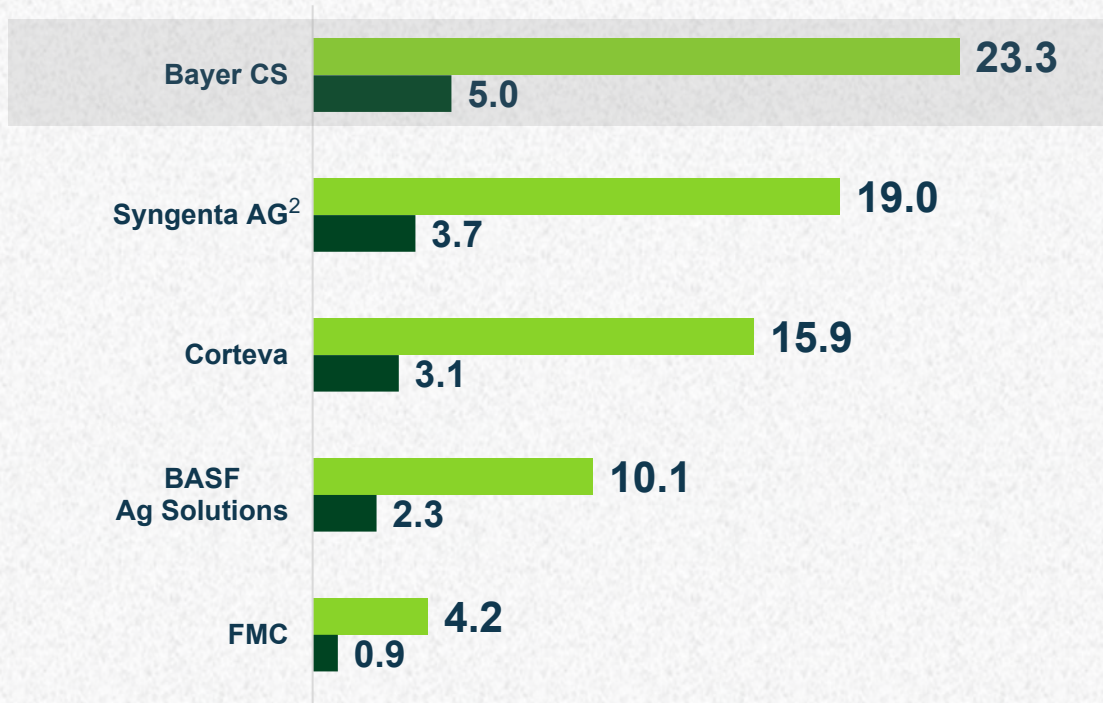
The Established Leader in Crop Science

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



GLOBAL LEADER IN AG INPUTS

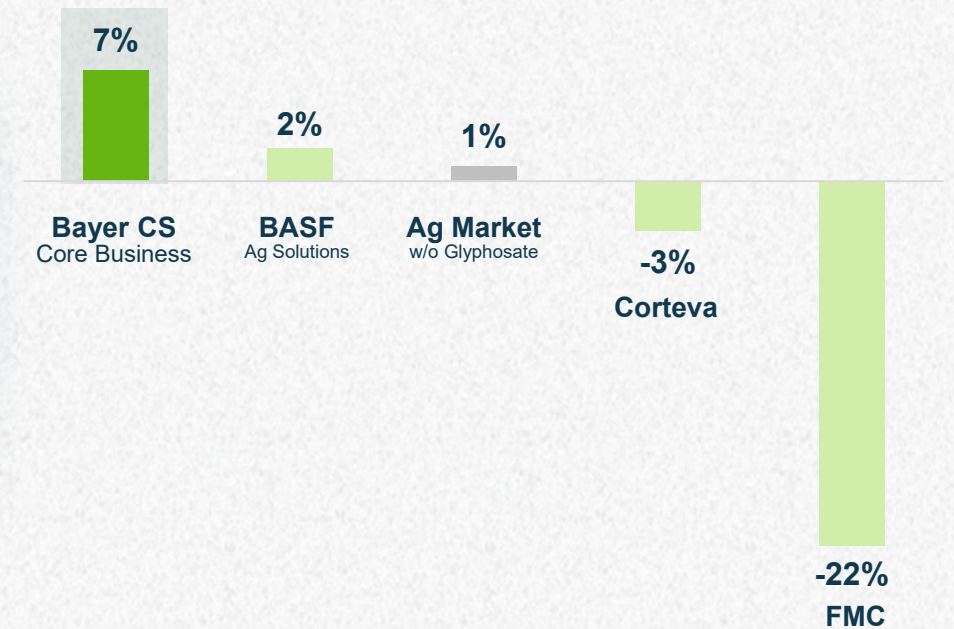
Sales / cEBITDA¹ (€bn) / FY 2023



OUT-PACING MARKET & PEERS³

with Core Business Sales Growth in 2023

FY 2023 cpa sales growth



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



Growers Worldwide Recognize the Value We Deliver

#1 in Seed & Traits with Leading Crop Protection Portfolio

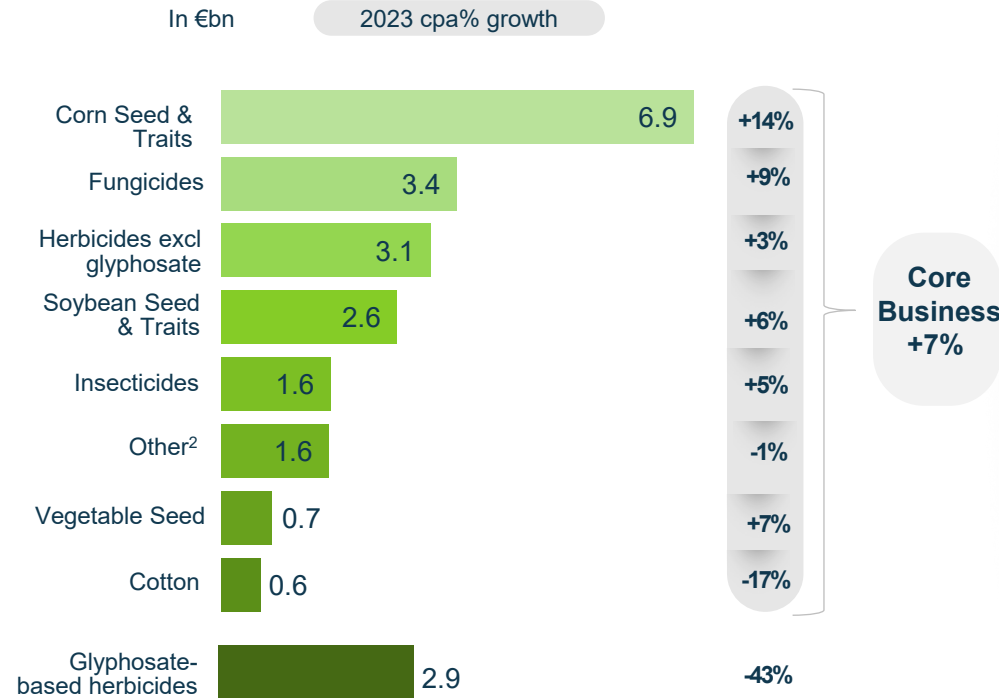
Market Position



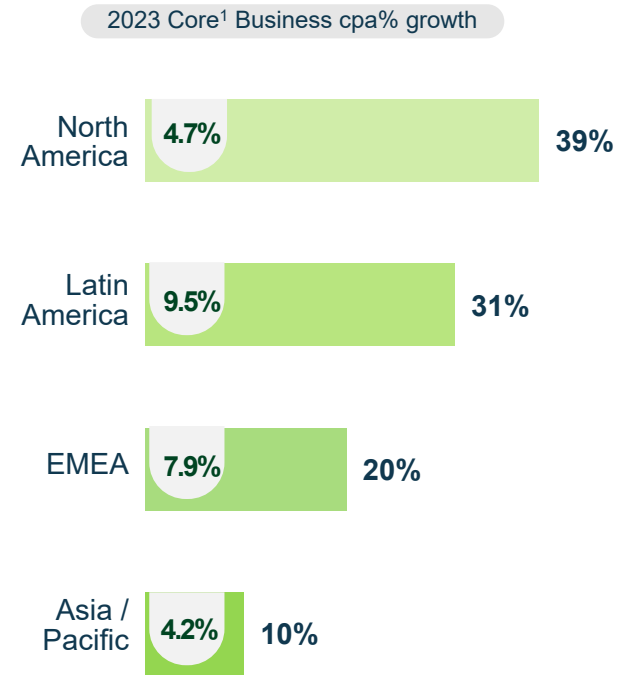
Bayer Crop Science 2023 Sales (€23.3bn)

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

SALES BY STRATEGIC BUSINESS ENTITY



SALES BY REGION



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

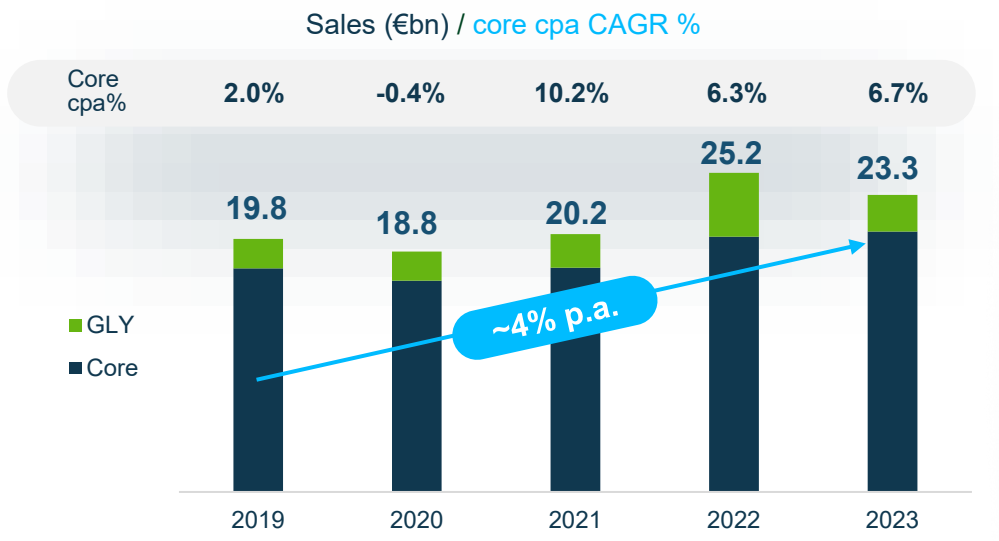
¹ Core business refers to Crop Science business excl. glyphosate-based herbicides; ² Other includes Environmental Science, Oilseeds, Other Seeds, SeedGrowth



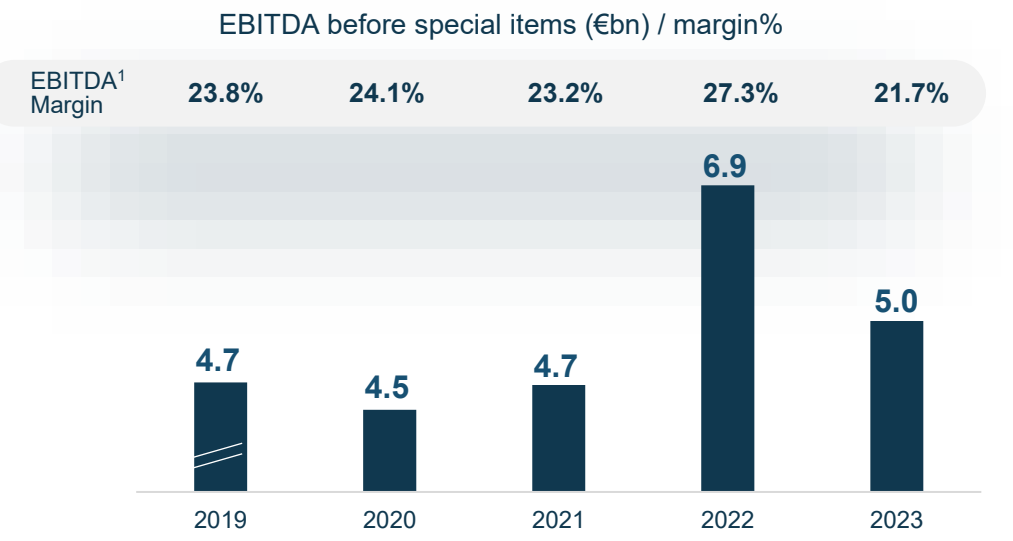
Pricing to Innovation in Our Core Business Powers Sales CAGR

Industry Leading EBITDA Despite Significant Cost Inflation

Bayer Crop Science Sales



Bayer Crop Science EBITDA¹

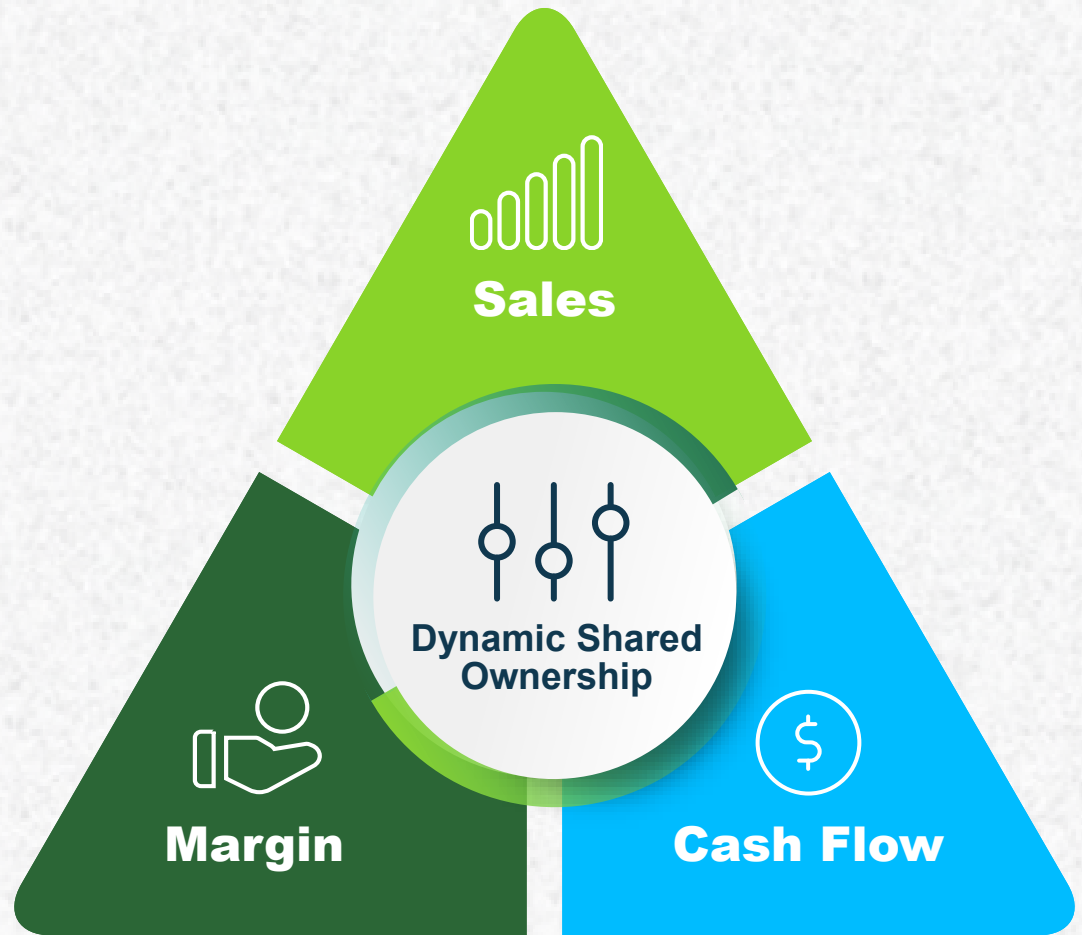


- Total division sales grew €3.5bn (~4% CAGR) '19-'23
 - **Core business** delivers ~4% CAGR '19-'23, mostly pricing from innovation
 - Glyphosate-based herbicide pricing out-performed in 2022; drove >€2.0bn sales growth before normalizing in 2023

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

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

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



SALES



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

MARGIN



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

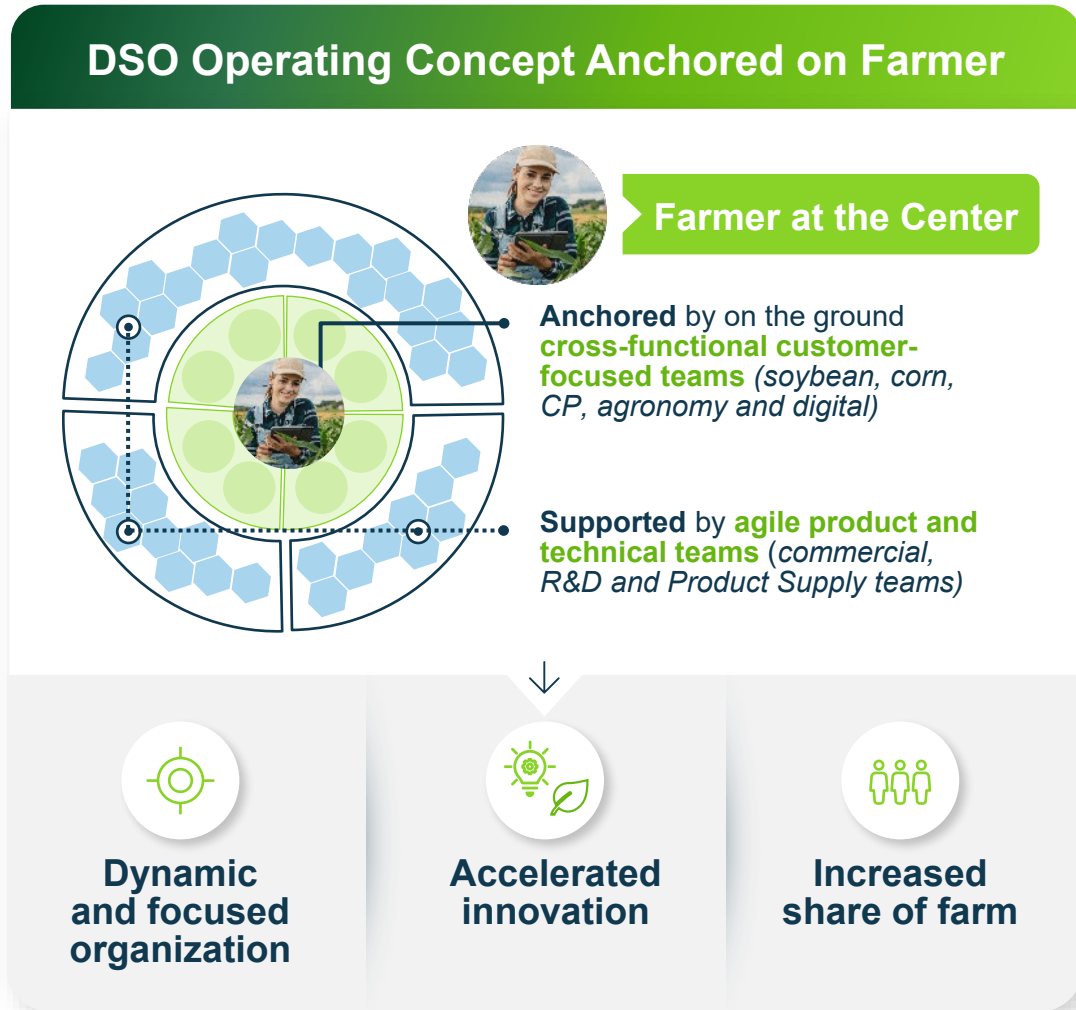
CASH FLOW



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

DSO Anchored on Customer and Moving to Scale in 2024

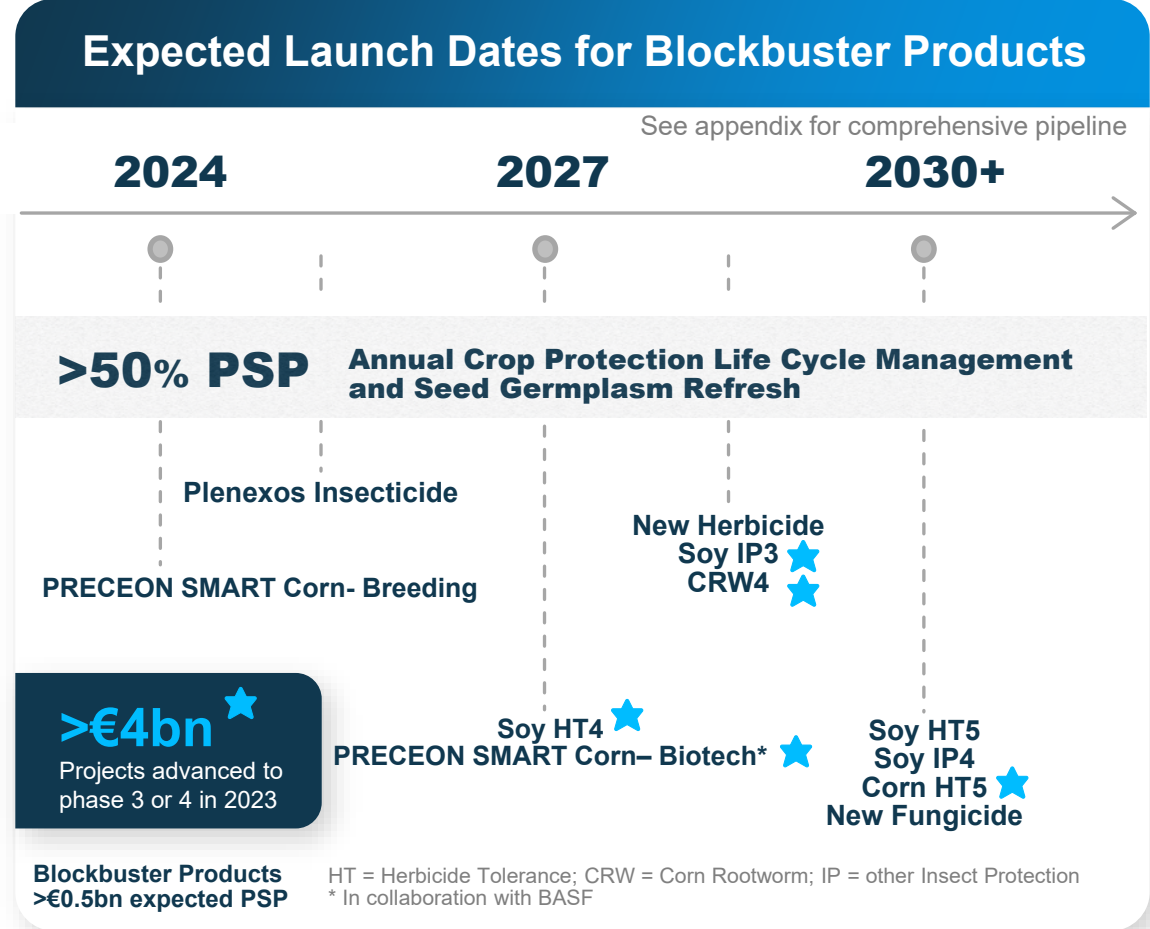
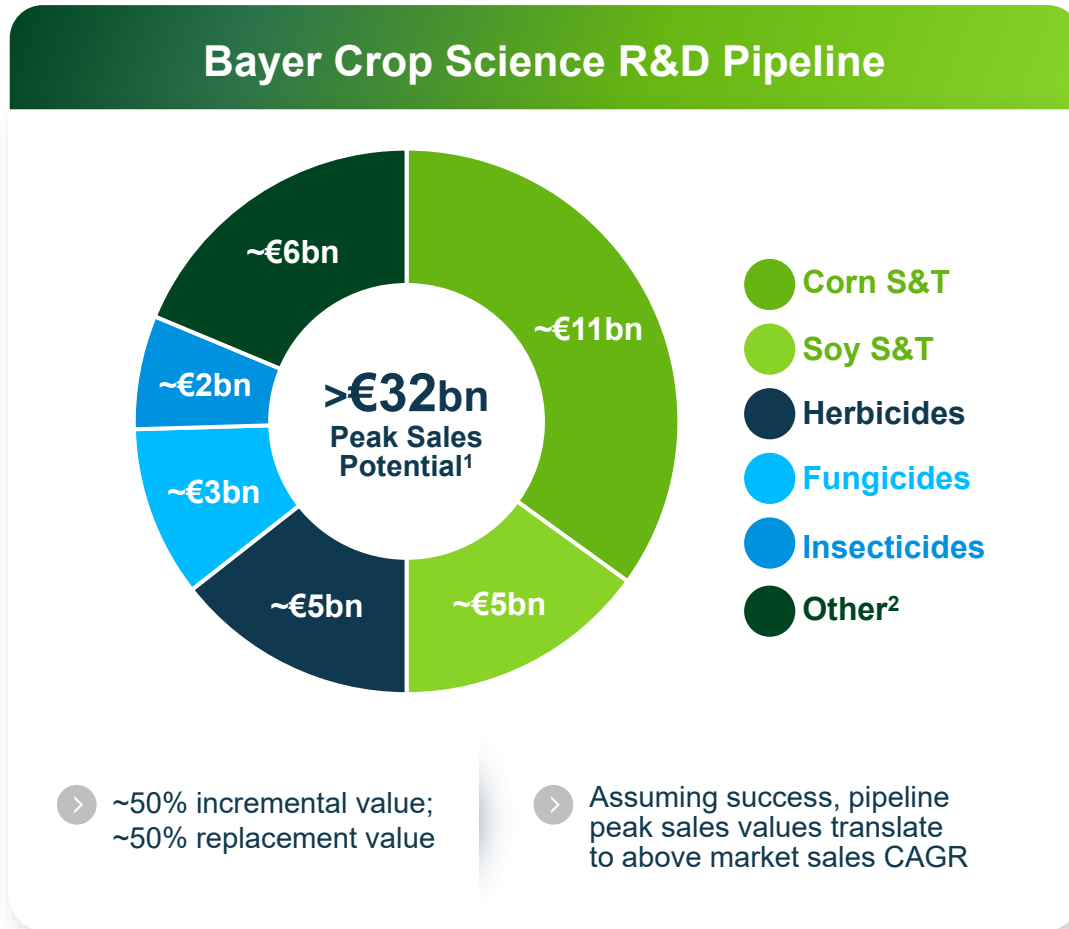
Dynamic Shared Ownership Unlocks New Opportunity for Competitive Differentiation





Extending Our Leadership Position Through Our Pipeline

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



¹ Represents non-risk adjusted estimated peak sales for the combined breeding, biotech, crop protection and environmental science pipelines, as well as new business models and new value areas. Note that products are excluded from the pipeline PSP typically the year following launch. Direct-seeded rice, carbon farming, corn biotech traits in Asia and Africa and ~1.5bn EUR sales ambition in biologicals are upsides.
² "Other" category includes seeds and traits, such as cotton, canola, wheat, OSR, rice, vegetable seeds and sugarbeets, plus digital platforms and SeedGrowth



Annual Portfolio Refresh Provides Foundation for Growth

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



ANNUAL SEED GERMPLASM REFRESH

~400-500

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

>400

hybrids and varieties
launched in **2023**

6

row crops and

>20

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



CROP PROTECTION LIFE-CYCLE MANAGEMENT

~90-100

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

>190

crop protection
registrations in 2023

6

formulation
launches in 2023




Blockbuster Technologies for System Solutions Advancing

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

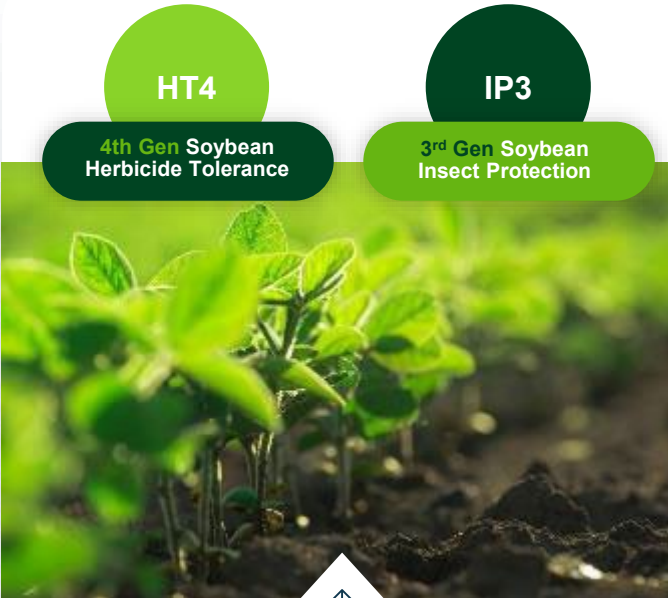



Phase IV ★

Biotech Trait *in collaboration with* 

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



HT4
4th Gen Soybean
Herbicide Tolerance

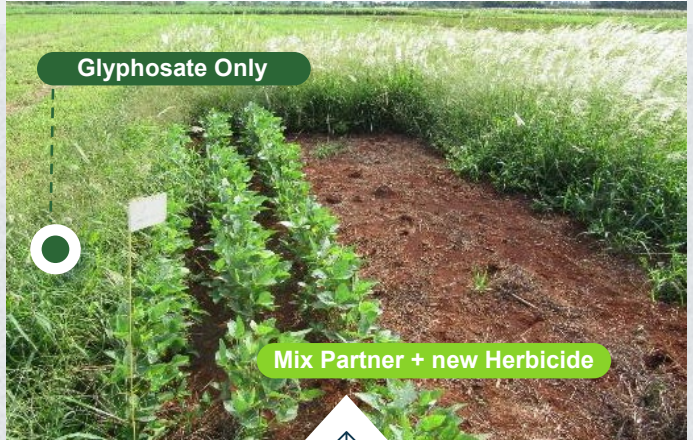
IP3
3rd Gen Soybean
Insect Protection

Phase IV ★ 2027 launch in NA	Phase IV ★ 2028 launch in LATAM
--	---

>€3bn Peak Sales Potential
Including subsequent next generation traits (HT5/IP4)

New Herbicide Molecule

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



Phase III

2028 launch

>€750m Peak Sales Potential



2024 Guidance and our Mid-Term Ambition Through 2026



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

 **Mid-Term**

Outgrow market in Core business⁴:

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

Improve profitability:

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

Extend innovation leadership

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

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

Delivering Regenerative Ag Solutions to Outperform the Market

> Vision to effectively scale regenerative ag and expand market opportunity

> Established leader growing core business across all regions

> Renewed operational excellence fueled by dynamic shared ownership

> Industry leading pipeline to widen competitive position

> Attractive growth, profitability and cash generation profile





CROP SCIENCE

Appendix



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

(Annual Update March 2024)

~€21bn
PSP



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

Breeding

Trait

Digital Model

advanced to next phase

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

Projects listed here and included in the peak sales potential by segment do not include projects funded by our Leaps by Bayer investments; includes all advancements made in FY'23, updated Mar'24

PSP = Peak Sales Potential, 50% incremental; Expected to reach 30% of PSP by 2032, 80% of PSP by 2038 and remainder in 2039+; **Note that products are excluded from the pipeline PSP typically the year following launch**

¹ In collaboration with KWS; ² In collaboration with BASF; ³ "Other" category includes seeds and traits, such as cotton, canola, wheat, OSR, rice, vegetable seeds and sugarbeets, plus carbon and digital Models.



Crop Science: Crop Protection R&D Pipeline

(Annual Update Mar 2024)



~€11bn
PSP

	Phase I	Phase II	Phase III	Phase IV	Life Cycle Management ¹	PSP
SEED GROWTH ²			New Seed Treatment ✓	lbisio ✓	INS FUN ready mixture ✓ Ladoran ✓✓✓ Next gen. Potato Fungicide ✓	
	New Insecticide ✓ ✓	New Insecticide ✓ New Insecticide ✓		Plenexos ✓ ✓ ✓	Vayego Duo ✓ Fluopyram ✓	~€2bn
		New Fungicide ✓ New Fungicide ✓	New Fungicide ³ ✓ ✓ ✓		Nativo Plus ✓ ✓ Delaro Forte ✓	~€3bn
	New AI Development New Herbicide ✓ ✓ ✓	New Herbicide ✓	New Herbicide ✓ ✓ ✓ New Herbicide ✓ New Herbicide ³ ✓		Non-Selective Glyphosate LCM ✓ Selective Merlin Flexx / Adengo LCM ✓ Balance Flexx LCM ✓ Convintro ✓ New over-the-top herbicide ✓ Council Family ✓ Ronstar One ✓ Mesosulfuron LCM ✓	~€5bn

✓ Corn
 ✓ Soybeans
 ✓ Fruits and vegetables
 ✓ Cereals, oilseed rape, sugarbeets, cotton and rice
 Biological
 Small Molecule

¹ Shown here is a subset of Bayer's total life cycle management activities; focused on new formulation developments which have the potential to bring significant innovation to customers compared to currently marketed product; Products shown may not yet be fully registered in all jurisdictions; includes all advancements made in FY'23, updated Mar'24; ² SeedGrowth is currently reported within other SBEs; ³ 3rd party collaboration
 PSP = Peak Sales Potential, 50% incremental; Expected to reach 30% of PSP by 2032, 80% of PSP by 2038 and remainder in 2039+; **Note that products are excluded from the pipeline PSP typically the year following launch.**
■ **advanced to next phase** Selection of projects listed here and included in the peak sales potential by segment do not include projects in early research or discovery



▶ Innovation Summit
June 2023



Health for all, Hunger for none



BAYER
PHARMA

Preparing for long-term growth
while managing Ioe transition

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**

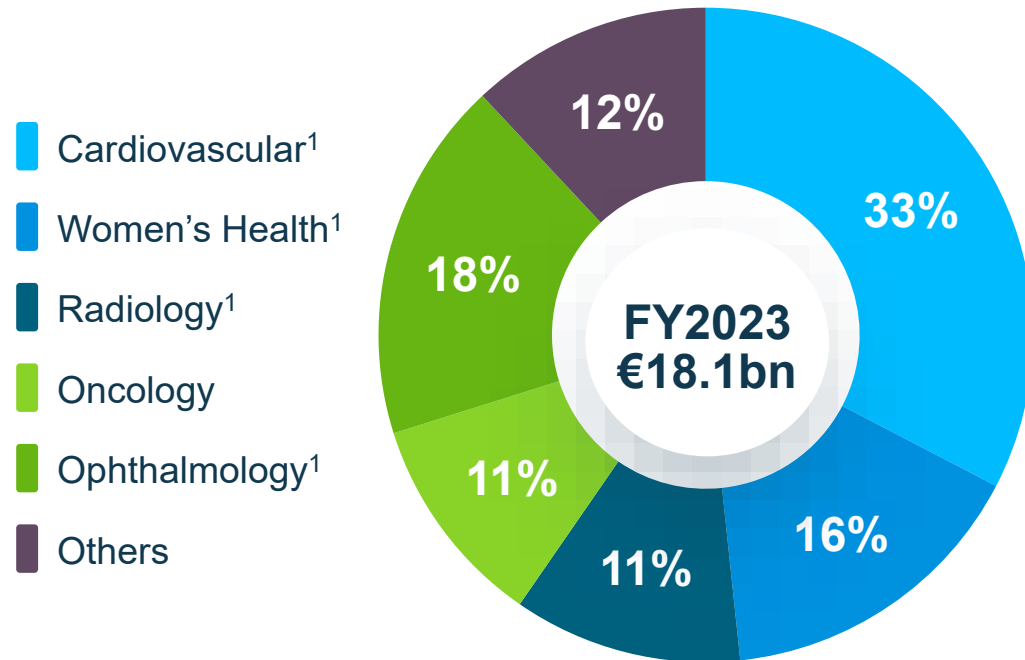
Rapidly adopt DSO across division following frontrunner success



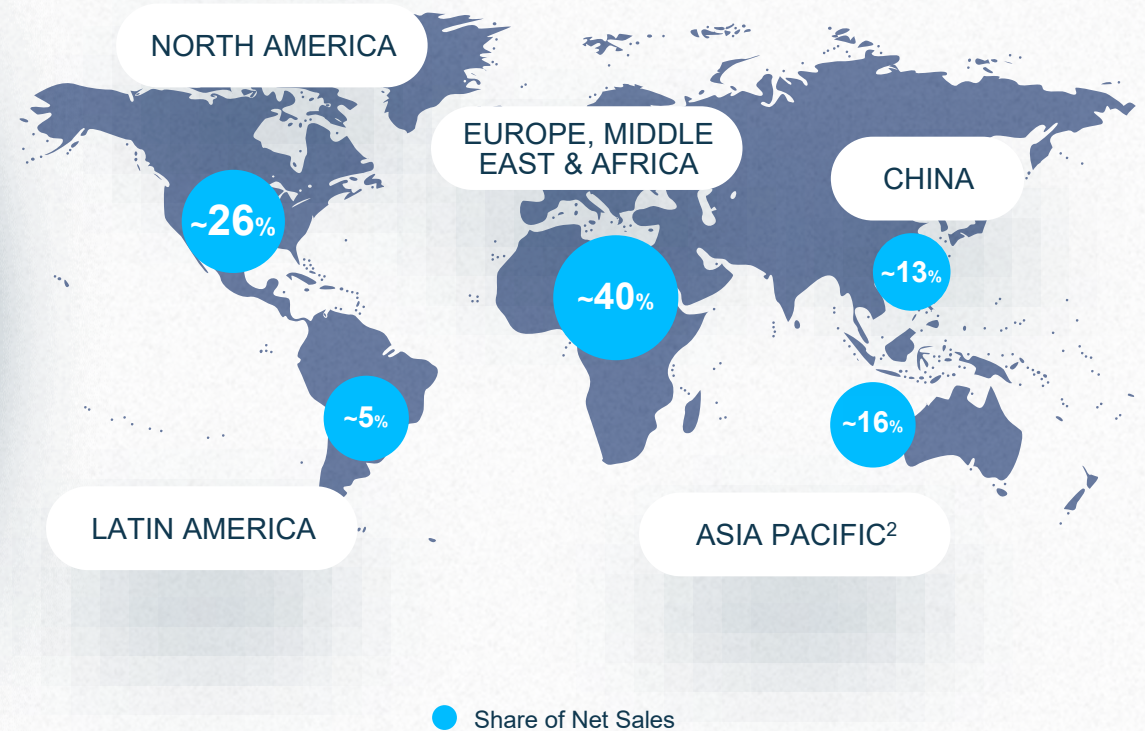
Bayer Pharma Sales Diversified Across Therapeutic Areas and Geographies



SALES BY THERAPEUTIC AREAS



GEOGRAPHIC FOOTPRINT



¹ Strong market positions in the respective indication ² excl. China

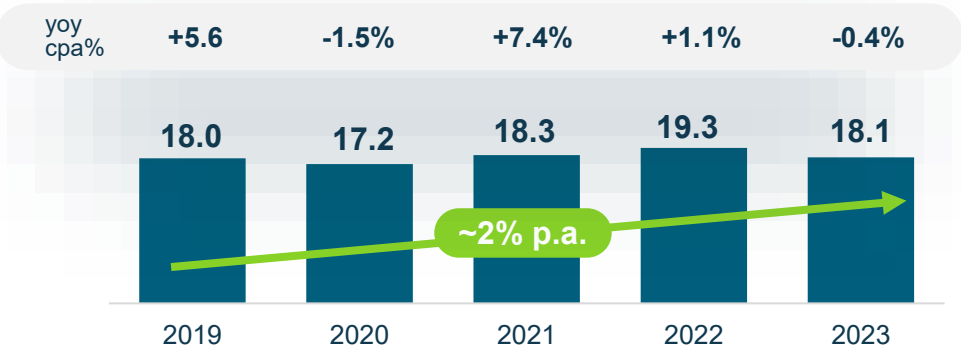


Leading Franchises Providing Sales Growth and Resilience, Margin Profile Impacted by LoE Transition and Strategy Execution

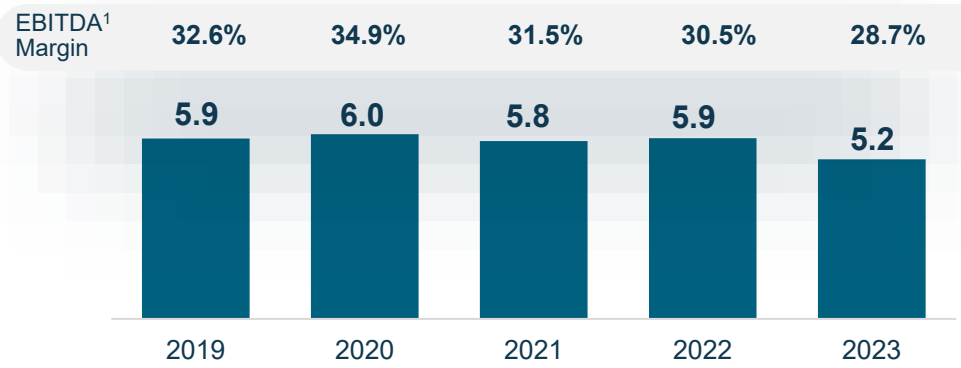


Pharmaceuticals Sales & Profitability

NET SALES (€bn) / cpa CAGR %



EBITDA before special items (€bn) / margin%



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

illustrative



NET SALES

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

2023

€18.1bn



2024-2026 (cpa)

Elinzanetant, Acoramidis and Asundexian Stroke



>2027

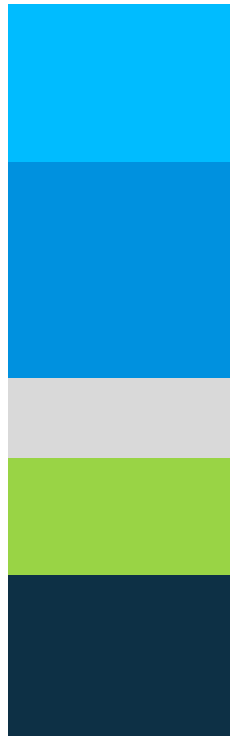
- Numerous pipeline assets to potentially fuel long-term growth
- Rejuvenated portfolio
- Steady base business



Despite its Maturity, Key Parts of Our Base Business Are Benefitting from Strong Market Positions and Supportive Trends

Bayer Pharma's Base Business | Short- and Mid-term Drivers

Net Sales 2023
€9.6bn



Radiology



Women's Health Care *excl. Elinzanetant*



Base Oncology *excl. Nubeqa*



Base Cardiology *excl. Xarelto & Kerendia*



Others



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

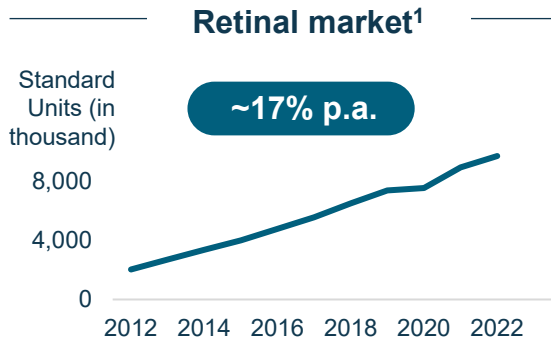
Continued softness of selected mature assets expected

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

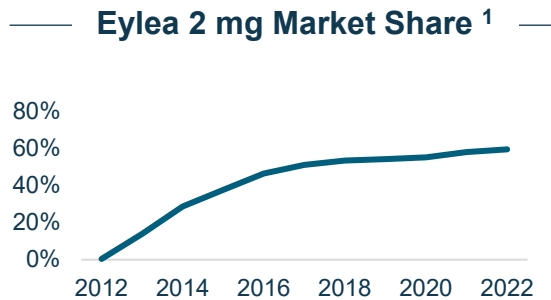
Position to Sustain Market Leadership with Eylea 8 mg

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



Eylea 2 mg is the standard of care in retinal diseases

Market leader as the #1 anti-VEGF treatment

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

PULSAR (nAMD)³



53% achieved $\geq q20^5$

PHOTON (DME)⁴



47% achieved $\geq q20^5$

¹ Source: MARS MIDAS – EX US, BAYER panel scope : IQVIA: IQVIA MIDAS® Quarterly for the following countries: Argentina, Australia, Belgium, Brazil, Canada, Czech Republic, Germany, Greece, Italy, Japan, Korea, Rep. Of, Mexico, Poland, PR of China, Russian Fed., Saudi Arabia, Spain, Switzerland, Taiwan, Turkey, United Kingdom, for ATC: S1P0; Volume sales (Standard Units), reflecting estimates of real-world activity. Copyright IQVIA. All rights reserved. Close-up: Chile, Farminform: Netherlands, Insight Helath: Austria, Nordic Pharma Insights: Sweden ² Source: https://www.ema.europa.eu/en/documents/product-information/eylea-epar-product-information_en.pdf ³ Source: <https://www.bayer.com/media/en-us/aflibercept-8-mg-first-to-achieve-sustained-vision-gains-with-more-than-70-of-patients-extended-to-intervals-between-16-and-24-weeks-in-wet-age-related-macular-degeneration-at-two-years/> ⁴ Source: <https://www.bayer.com/media/en-us/aflibercept-8-mg-in-diabetic-macular-edema-first-to-achieve-sustained-vision-gains-with-up-to-83-of-patients-extended-to-16-24-weeks-at-two-years/> ⁵ Randomized to Eylea 8mg q16 groups



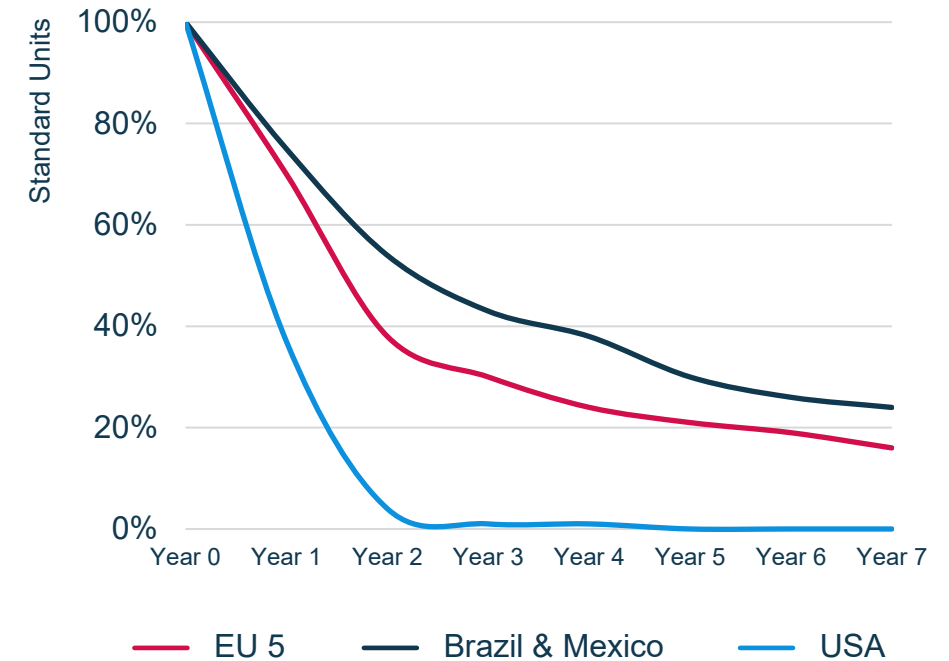
Xarelto to Face Genericism in the Next Three Years Globally

Xarelto's main patent expirations

Historic Genericism Patterns of Small Molecules

Countries	% of Total Xarelto Sales ¹	Compound patent expiry	Once-daily patent expiry
China	6%	End 2020	--
Europe ²	60%	April 2024	January 2026
Japan	10%	Mid 2024	--
USA	13%	Beginning of 2025	2027
Others	11%	2020-2024 ³	January 2026 (few markets ⁴)

Prior cardiovascular LoE benchmark⁵



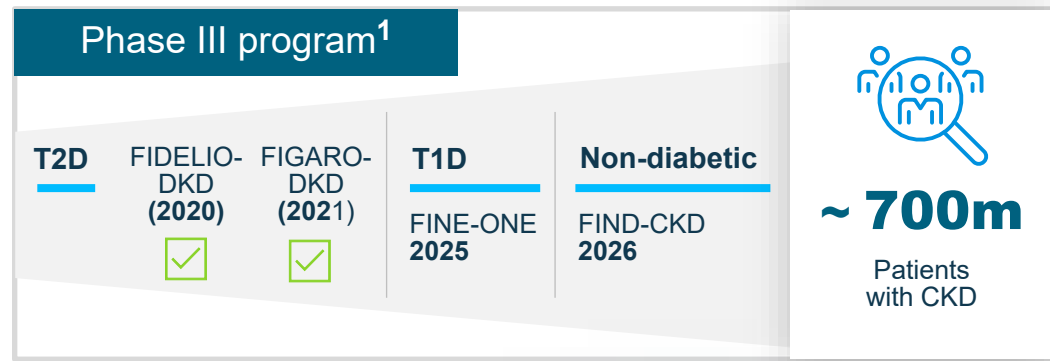
¹ Based on 2023 Actual Sales ² OD patent currently being challenged in several European countries ³ In most markets end 2020, longer expiry dates in Brazil (2021), Korea (2021), Mexico (2023), Australia (2023), Malaysia (2024), and others ⁴ Such as e.g. Australia, Indonesia ⁵ Typical cardiovascular brand volume genericization based on the CV brands Crestor™, Lipitor™, Valsartan™, and Plavix™ (atypical curves excluded)



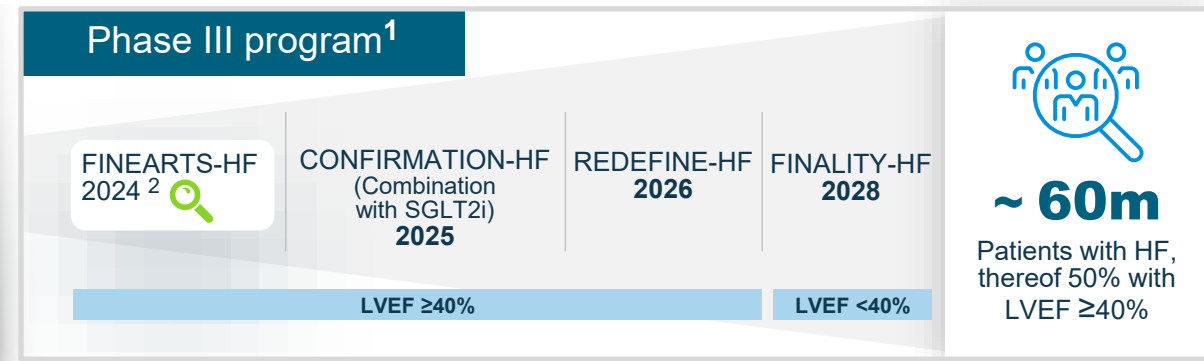
Kerendia With Potential to Become Foundational Treatment for Broad Groups of Patients with Kidney Disease or Heart Failure



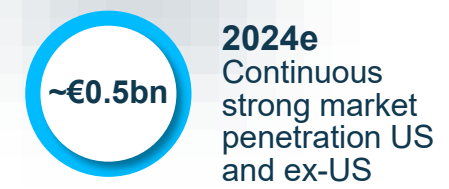
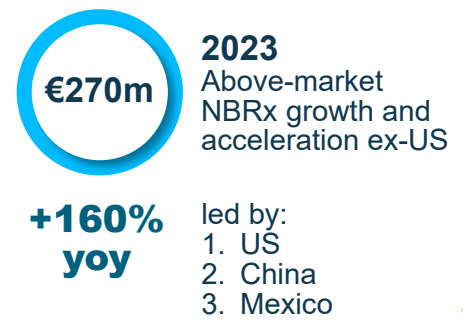
Chronic Kidney Disease



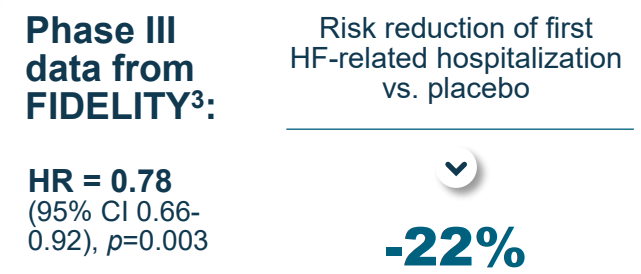
Heart Failure



Net Sales Development



Development Rationale



- > **High unmet need, with only limited effective/proven treatment options**
- > **Potential market launch: 2026**

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


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 4¹
people have a stroke
in their lifetime

~ 27m
diagnosed
patients per year
in top 8 markets

Patients
having a
recurrent
stroke within

the first
year²
10%

the first
5 years²
25%

**Mortality rate
increases with each
recurrent stroke²**



**Recurrence rate of stroke unchanged
over >20 years, despite increased SoC²**

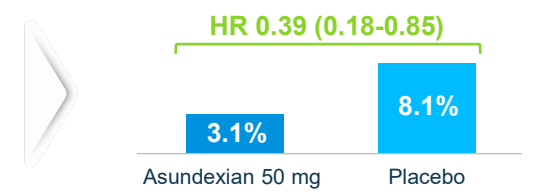
Clinical Rationale and Status of Asundexian

> 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 atherosclerosis³



Safety: no significant increase of bleeding vs. placebo³

> 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

¹ Feigin VL et al., *Lancet Neurol.* 2023, 22(12), 1160-1206. 7. Global Stroke Factsheet, *International Journal of Stroke* 2022, 17(1), 18-29 [Accessed: February 2024]. ² Kolmos M et al., *J Stroke Cerebrovasc Dis.* 2021, 30(8), 105935. ³ 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

Acoramidis¹ with Competitive Clinical Profile to Treat ATTR-CM, Complementing Our CVD Franchise in Europe

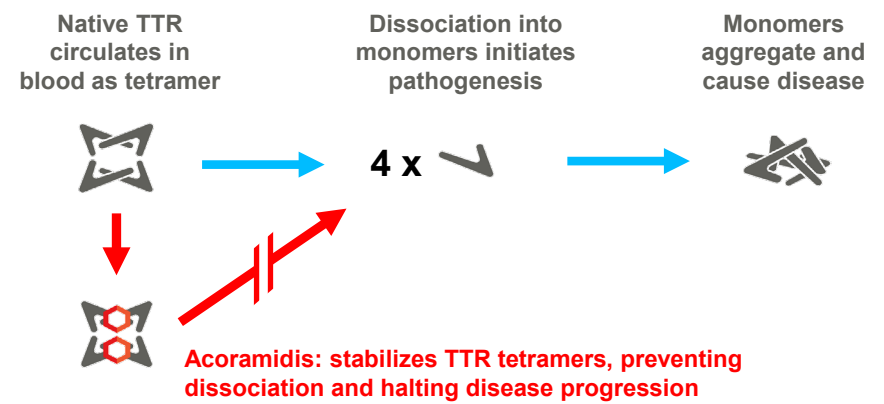
Unmet Need

// 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

~200k
patients in Europe, diagnosis rates still in low teens

// Pathogenic pathway



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

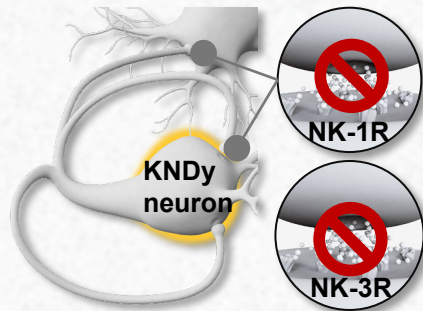
- // Exclusive license to commercialize Acoramidis in Europe
- // High unmet need in an underserved disease, ~17k EU patients treated with tafamidis (~€1bn of annual sales) today
- // Focused market with small, well-defined patient population and specialized centers-of-excellence playing a key role
- // 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



Reduced sleep disturbance, hot flashes

- // 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



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



Elinzanetant Targeted to Enter Large and Underserved Market in 2025



Market Opportunity

Unmet need
Women who experience¹:

Hot flashes:
~4 in 5

Sleep disturbance:
~3 in 5

~ 1.3m
women per year entering
menopause transition in US²

2/3
of women not
choosing / not
eligible for
hormone therapy³

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 Health⁴

~€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

¹ Source: Market Research - IPSOS - Global VMS Women Segmentation ² Source: NIH. <https://www.ncbi.nlm.nih.gov/books/NBK507826> ³ Source: Project Heat Market Research, 2018 SHA VMS Prescriber analysis ⁴ IQVIA Feb 2023, Rx market comprising contraception, menopause management & gynecological therapies



New Innovation Model to Rapidly Rebuild Pipeline

High Level of Focus, Quality and Productivity



02

Focus



Narrowed research focus from eight to four core therapeutic areas

Quality



Rigorous application of selection criteria have let to a more streamlined and differentiated pipeline

Capabilities



Biotech-like R&D operating system with a mix of innovative and diverse therapeutic modality platforms

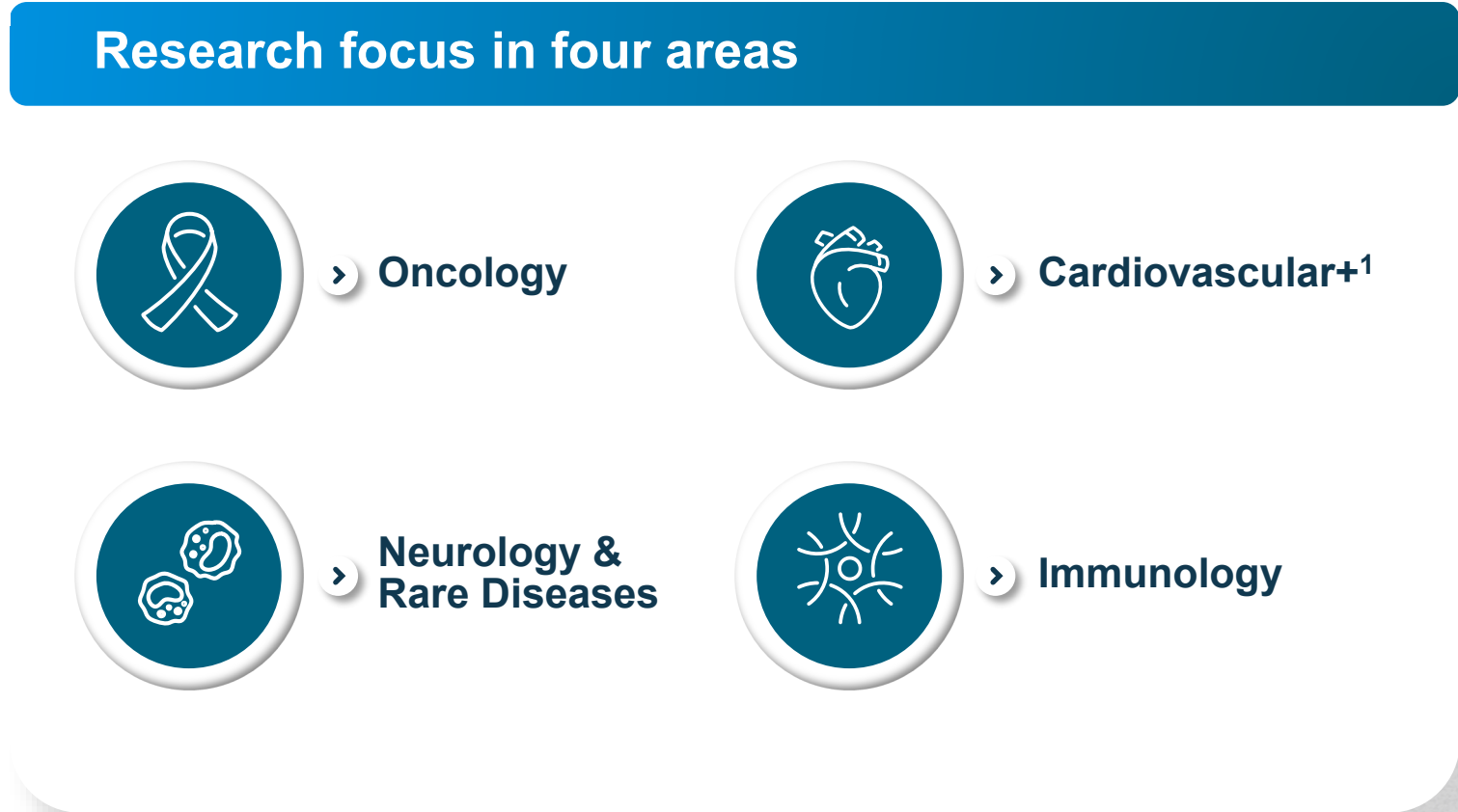
Productivity



Shift to value creation, product-centric operating model, leaner governance with renewed leadership team

Focus: Zeroing in on High Unmet Need With Great Value Potential

Four Therapeutic Areas in R&D



¹ Including Precision Cardiovascular, Nephrology & Acute Care

Quality: Pursuing Leading Innovation Across all Focus Areas

Revised Target-Product-Profile of Our Assets



Prioritization of assets based on following selection criteria:

Value & Differentiation

Feasibility & Risk

Leading capabilities

> Streamlined portfolio

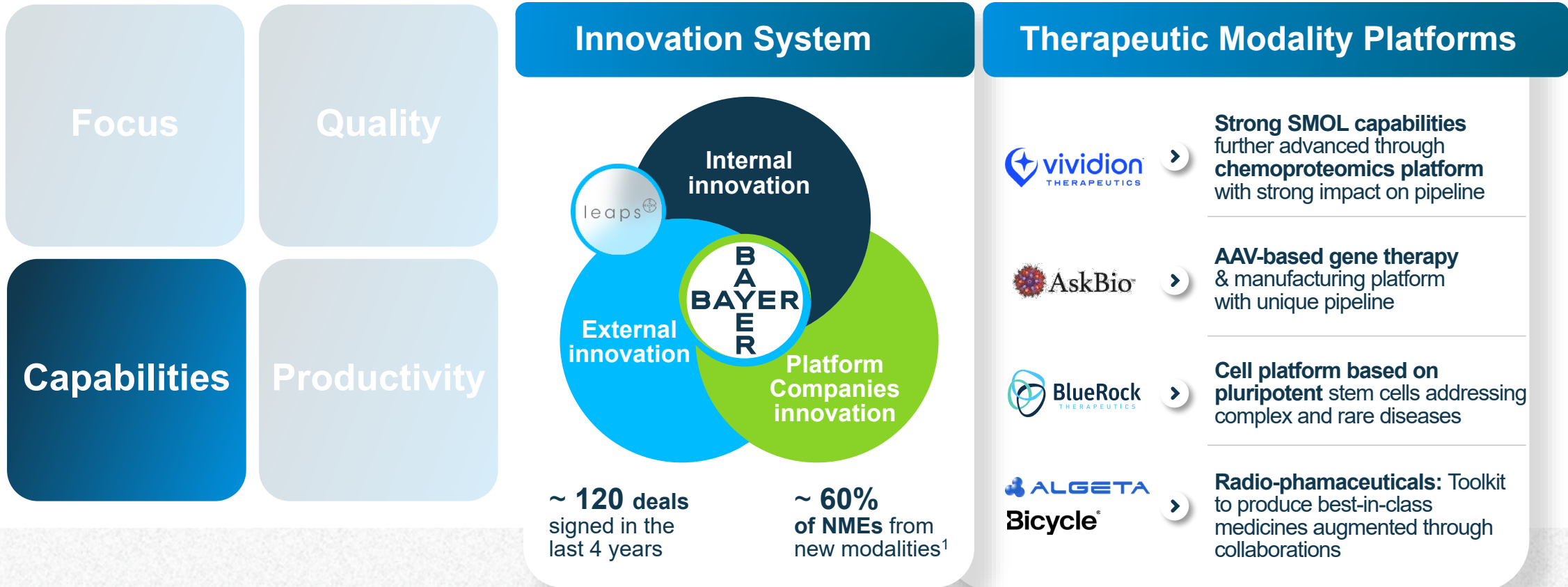
Pruned pipeline by more than 40% to focus on the most valuable assets

> Shift to breakthrough innovation

Vast majority of assets offering the potential to be first-or best-in-class

Capabilities: Established Toolbox of Leading Modalities

Access to Leading Therapeutic Technology Platforms Through Acquisitions and Collaborations



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





Replenishment of Early Pipeline in Full Swing; Numerous First-In-Class Pipeline Candidates to Potentially Transition into Phase II/III

Feeding from research into phase I

Advancing higher number of INDs into Phase I

Selected examples:

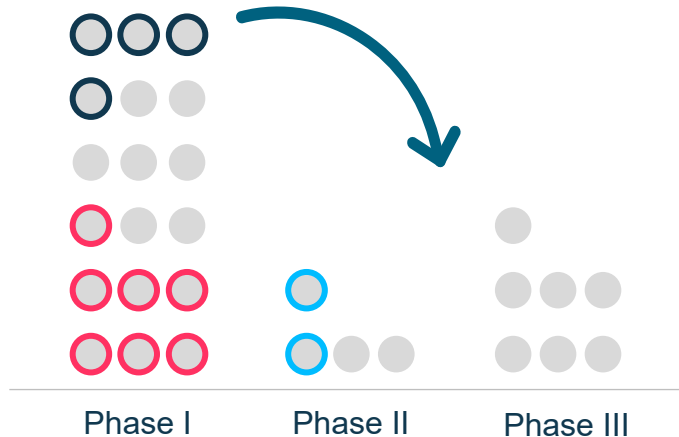
> **VVD Keap1 Act (advanced solid tumors)**
Demonstrating POC of Vividion's chemoproteomics platform

> **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



Pipeline assets¹



● Start Phase I in past 14 months
 ● Start Phase II in past 14 months
 ● Expected transition in 2024

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

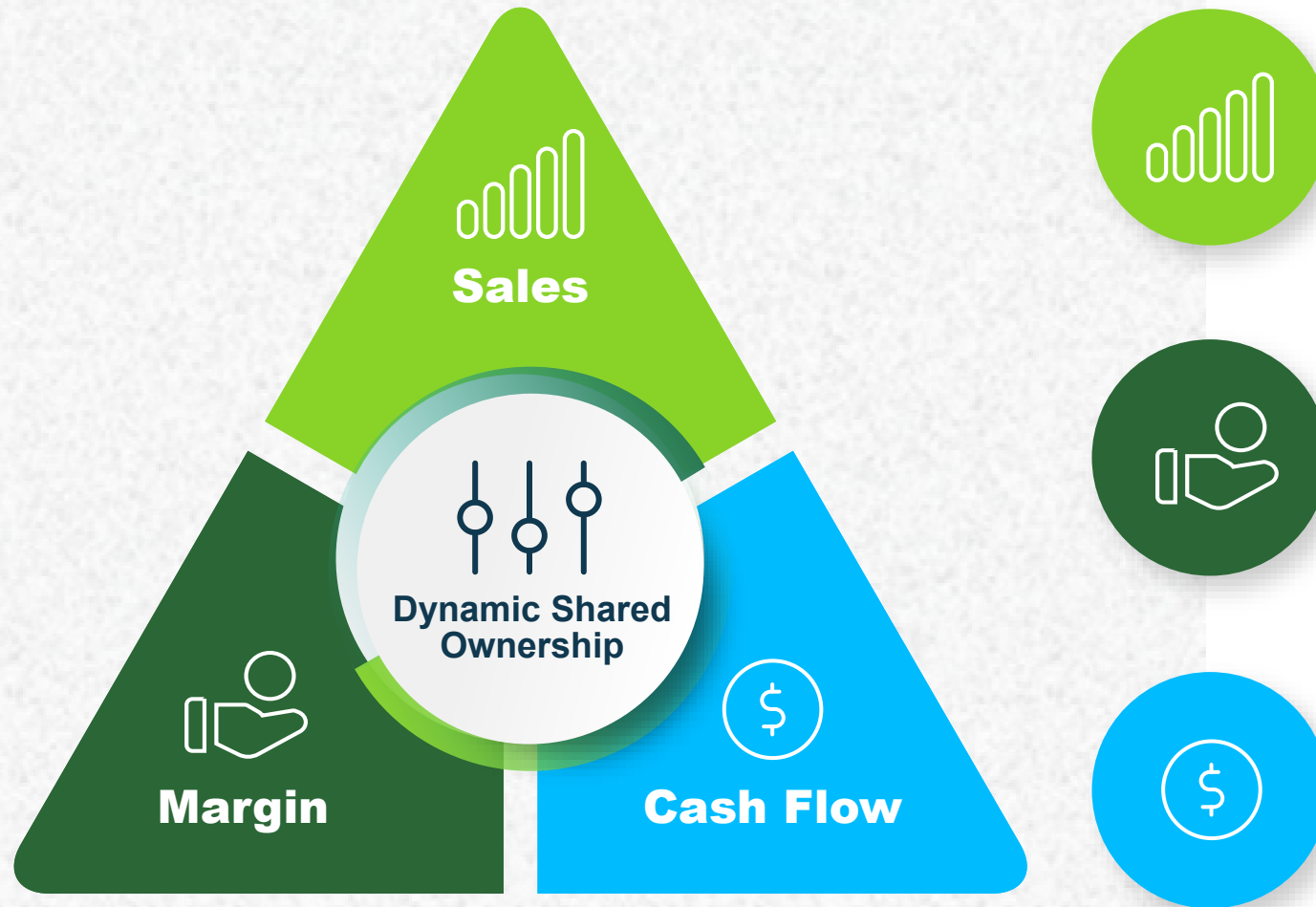
Phase II **Anti-Alpha2-Antiplasmin mAB (Ischemic Stroke)**
Effective thrombolytic with no increase in bleeding risk; FIC potential

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



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

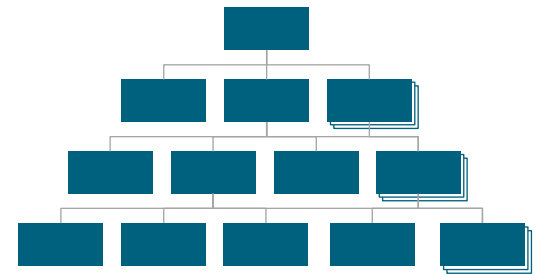
CASH

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

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



Teams to utilize **most appropriate functional expertise** when needed

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 biologics

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 ¹
Net Sales	€18.1bn	-4% to 0% ²
EBITDA margin (before special items)	28.7%	26% to 29% ²
Innovation		

Mid-Term

Support topline resilience during LoE's of major products:

- // Drive further launch uptake of Nubeqa and Kerendia
- // Launch of Eylea 8mg, Elinzanetant 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.





PHARMA

Appendix



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

Commercial

💡 Approval of **Aflibercept 8mg** DME and nAMD in EU and Japan

- Oncology
- Cardiovascular+¹
- Others

💡 Newsflow

» Phase transition (FPFV)

+ New LCM

– Discontinuations

¹ Including Precision Cardiovascular, Nephrology & Acute Care



Pharmaceuticals – Pipeline Overview¹ (as of Feb 20, 2024)

Phase I	Phase II	Phase III
HER2/mEGFR Inhibitor (BAY 2927088)	Congestive Heart Failure rAAV Gene Therapy (AB-1002)	Darolutamide (AR Inhibitor)
DGKzeta Inhibitor (BAY 2965501)	Anti-a2AP (BAY 3018250)	Finerenone (MR Antagonist)
CCR8 Ab (BAY 3375968)	Zabedoseritib (IRAK4 Inh.) (BAY 1834845)	Vericiguat (sGC Stimulator)
VVD KEAP1 Act (VVD-130037 aka NRF2 Inh, BAY 3605349)	Runcaciguat (sGC Activator) (BAY 1101042)	Asundexian (FX1a Inhibitor)
DGKalpha Inh (BAY 2862789)		Elinzanetant (Neurokinin-1,3 Rec Antagonist)
PSMA TAC (BAY 3546828)		Aflibercept 8mg (VEGF Inhibitor)
VVD STAT3 Inhibitor (VVD-130850, BAY 3630914)		Gadoquatrane (High Relaxivity Contrast Agent)
sGC Activator Oral (BAY 3283142)		
SEMA 3a (BAY 3401016)		
Anti-coagulant (BAY 3389934)		
Bemdaneprocel (Parkinson's Disease Cell Therapy) (BRT-DA01)		
Parkinson's Disease rAAV Gene Therapy (AB-1005 aka AAV2-GDNF-PD)		
Multiple System Atrophy rAAV Gene Therapy (AB-1005 aka AAV2-GDNF-MSA)		
Pompe Disease rAAV Gene Therapy (ACTUS-101)		
Huntington's Disease rAAV Gene Therapy (AB-1001 aka BV-101)		
LGMD2I/R9 rAAV Gene Therapy (AB-1003 aka LION-101)		
GPR84 Antagonist (BAY 3178275)		
BAY 2701250		

Submissions
Aflibercept 8mg (VEGF-Inhibitor) // CN: Neovasc. Age-rel. Macular Degen. (nAMD)

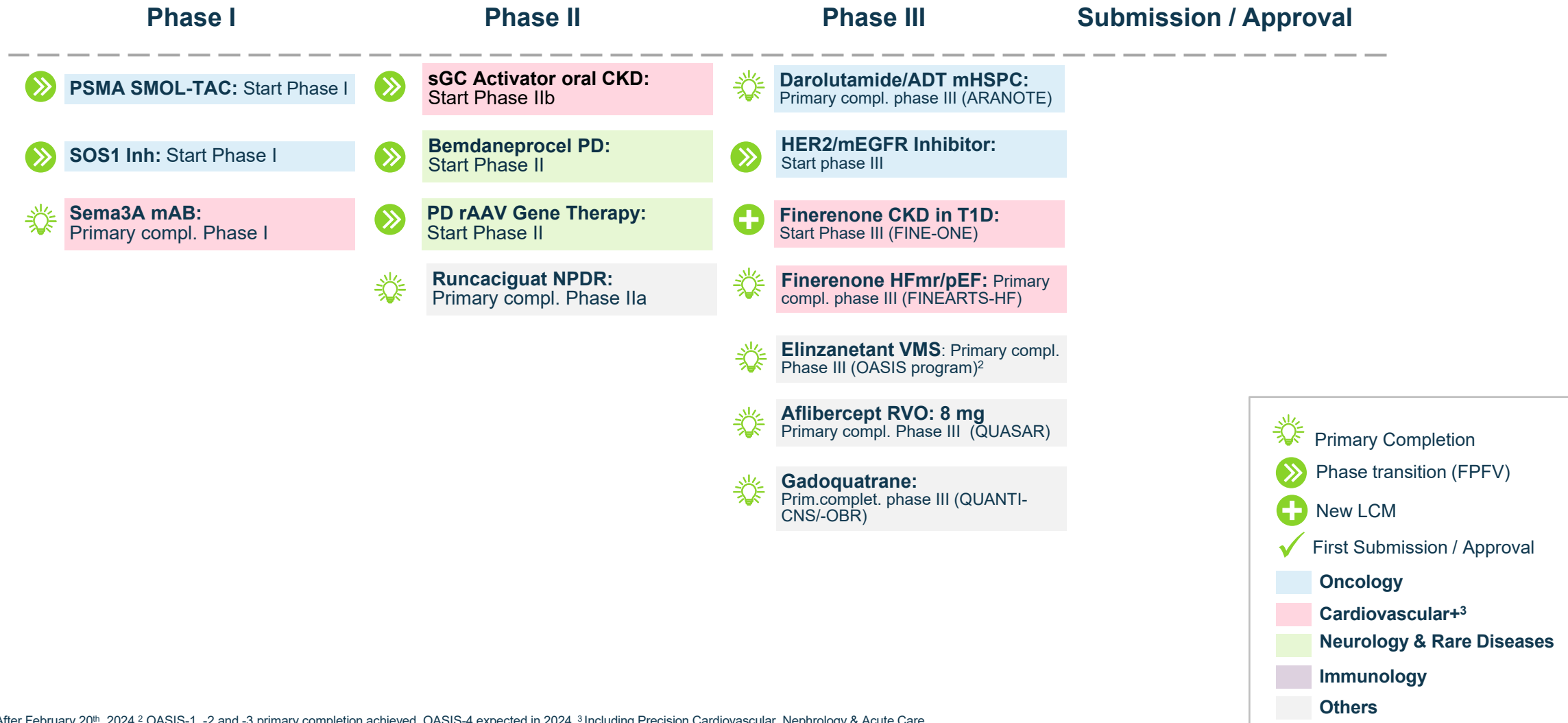
	Oncology
	Cardiovascular+ ³
	Neurology & Rare Diseases
	Immunology
	Others
	New molecular entity
	Life cycle management

Full pipeline package available for download under:
<https://www.bayer.com/en/pharma/development-pipeline>

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






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

Potential Launch between 2028-2032	Program (Indication)		Current Phase
 Cardiovascular+ including Precision CV, Nephrology & Acute Care	sGC Activator Oral (Chronic Kidney Disease)	FIC/BIC	Phase I
	Runcaciguat (NDPR)	FIC/BIC	Phase II
 Oncology	mEGFR/HER2i (Lung Cancer)	FDA breakthrough therapy designation, BIC	Phase I
 Neurology & Rare Diseases	Bemdaneprocel (Parkinson's)	FDA fast track, FIC/BIC	Phase I
	Parkinson's Disease rAAV Gene Therapy (Parkinson's)	FIC/BIC	Phase I



Abbreviations (1/2)



AE	Adverse events	EU	European Union
AI	Artificial intelligence	EU5	France, Germany, Italy, Spain, United Kingdom
AAV	Adeno-associated virus	Excl.	Excluding
ATTR-CM	Transthyretin amyloidosis cardiomyopathy	FDA	U.S. Food and drug administration
BCR	Biochemical recurrence	FIC	First-in-class
BIC	Best-in-class	FPFV	First patient first visit
bn	billion	FX	Foreign Exchange
CAGR	Compound Annual Growth Rate	FY	Full Year
CV	Cardiovascular	Gyn	Gynecologist
CVD	Cardiovascular diseases	HF	Heart failure
CI	Confidence interval	HR	Hazard ratio
CKD	Chronic kidney disease	HY1 / HY2	Half year 1 / Half year 2
cpa	Currency and portfolio adjusted	IND	Investigational New Drug
DME	Diabetic macular edema	J	Japan
DSO	Dynamic shared ownership	k	thousands
EBITDA	Earnings before interest, tax, depreciation, and amortization	LCM	Life cycle management
e.g.	Exempli gratia (for example)	LoE	Loss of exclusivity
EMEA	Europe, Middle East, and Africa	LVEF	Left ventricular ejection fraction



Abbreviations (2/2)



m	million	T1D	Type 1 diabetes mellitus
mg	milligram	T2D	Type 2 diabetes mellitus
mHSPC	Metastatic hormone sensitive prostate cancer	TIA	Transient ischemic attack
nAMD	Neovascular age-related macular degeneration	TTR	Transthyretin
NBRx	New-to-brand prescriptions	Tx	Therapeutics
nmCRPC	Non-metastatic castration resistant prostate cancer	UACR	Urine albumin-to-creatinine ratio
NME	New molecular entity	UK	United Kingdom
NSCLC	Non-small cell lung cancer	U.S.	United States of America
OB	Obstetricians	VBP	Volume based procurement
OPEX	Operating expenses	VMS	Vasomotor symptoms
p	Probability	vs	versus
p.a.	Per annum	yoy	Year-over-year
POC	Proof of concept		
PSC	Pluripotent stem cells		
PTS	Probability of technical success		
R&D	Research & Development		
SGLT2i	Sodium-glucose Cotransporter 2 Inhibitors		
SoC	Standard of Care		



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



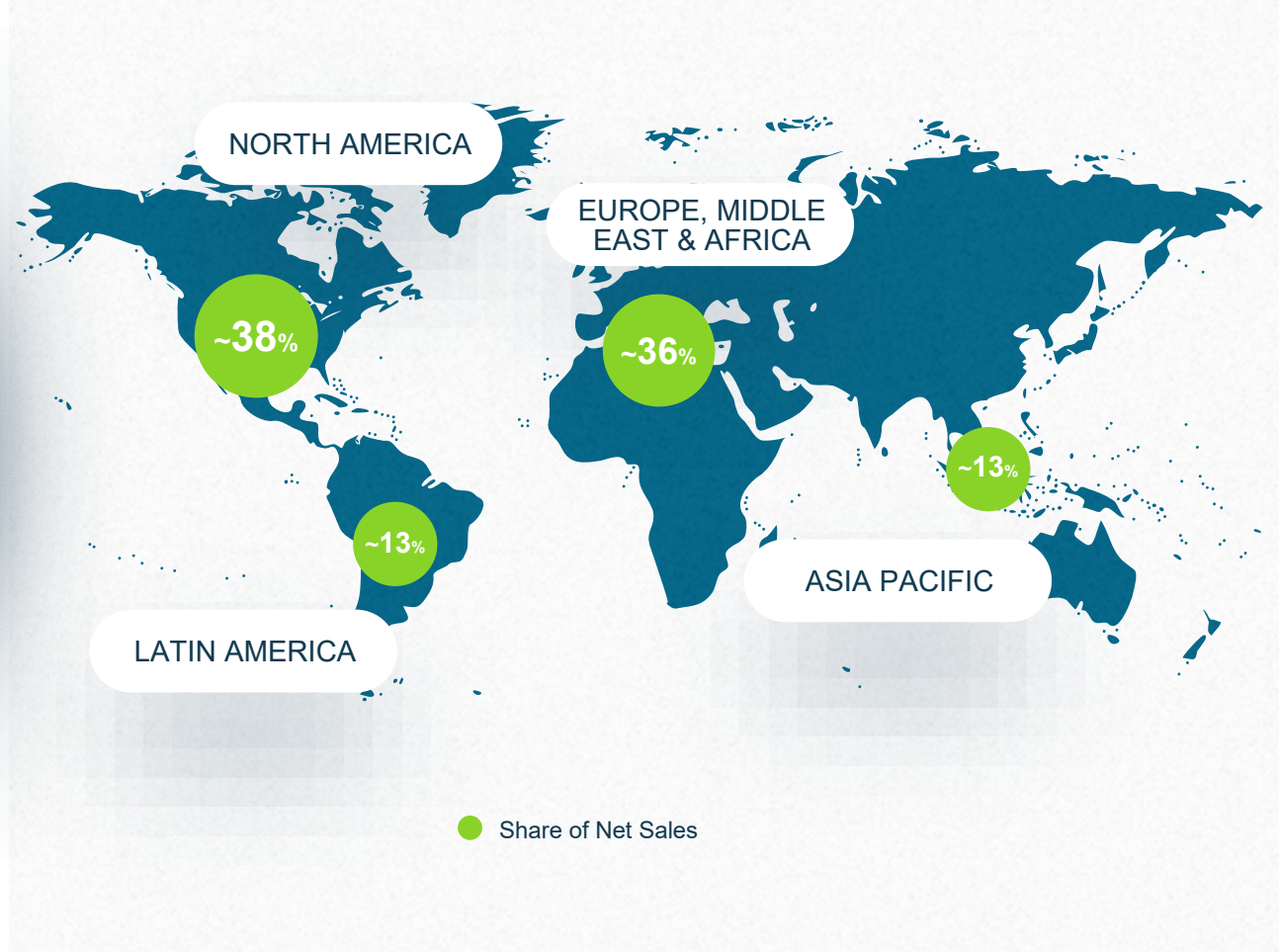
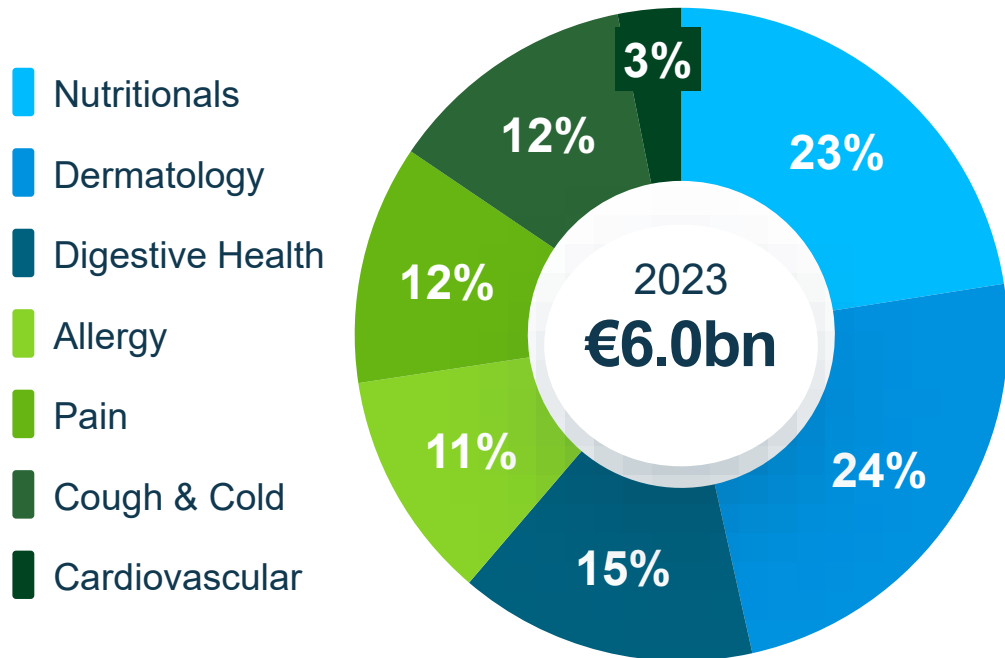
Cough &
cold dynamics



Ageing population &
growing middle class

CATEGORY PORTFOLIO

GEOGRAPHIC FOOTPRINT



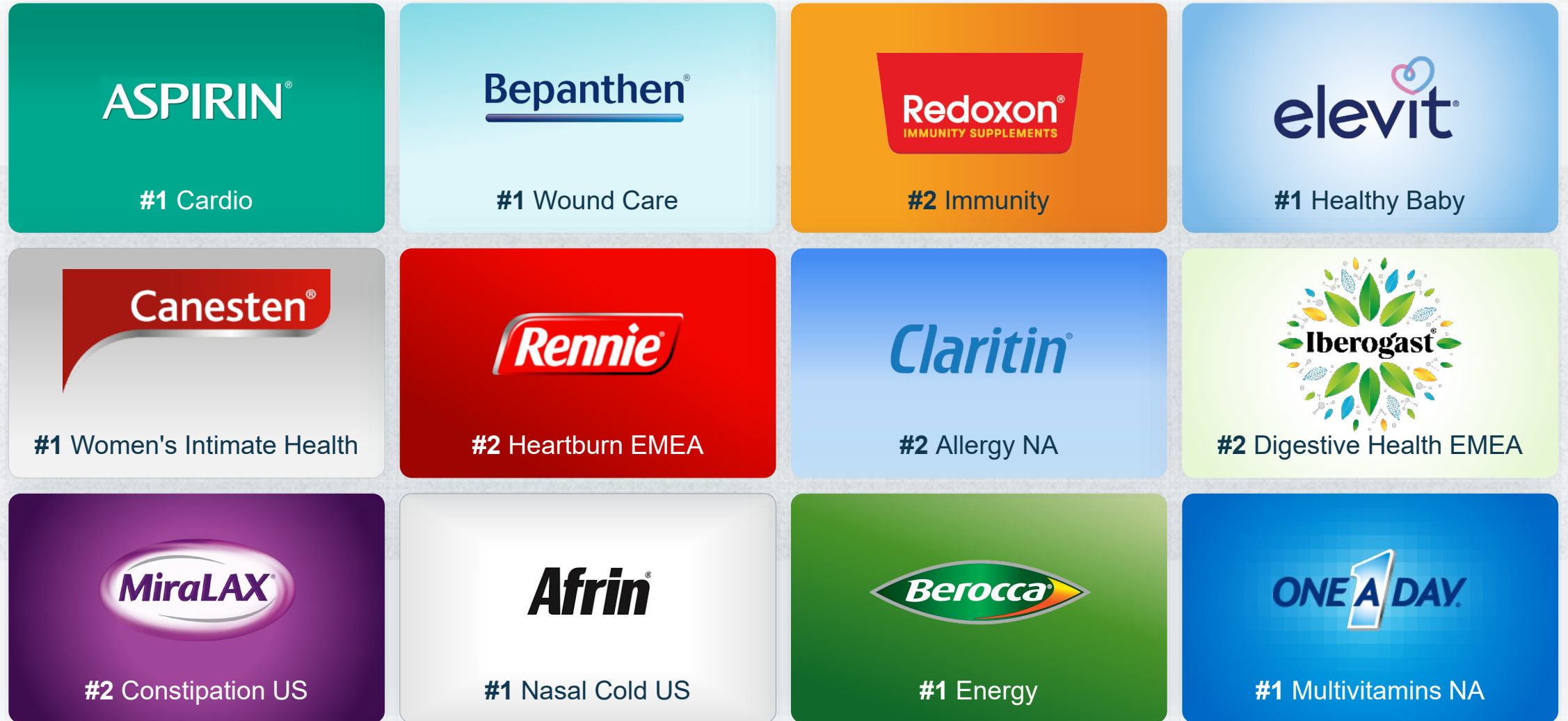
Sources: Bayer CH Portfolio – Company DB, IQVIA, IRI, & Nielsen, Oct MAT 2023; Bayer Geographic Footprint – Net Sales 2023



Iconic Brands With Leading Market Positions

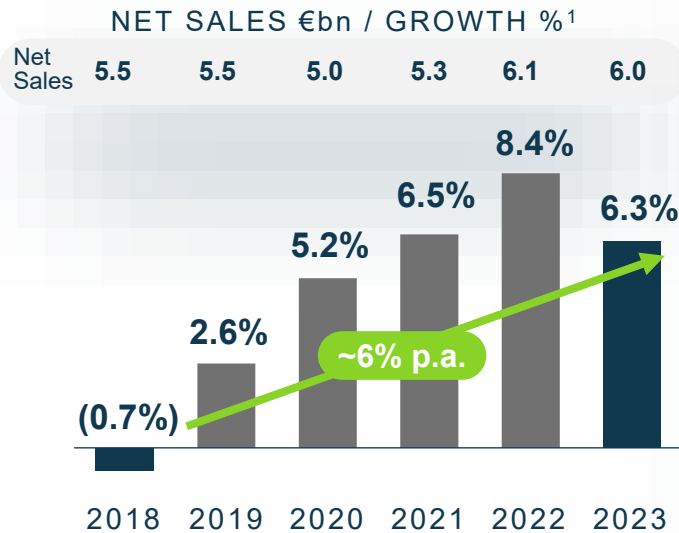


01



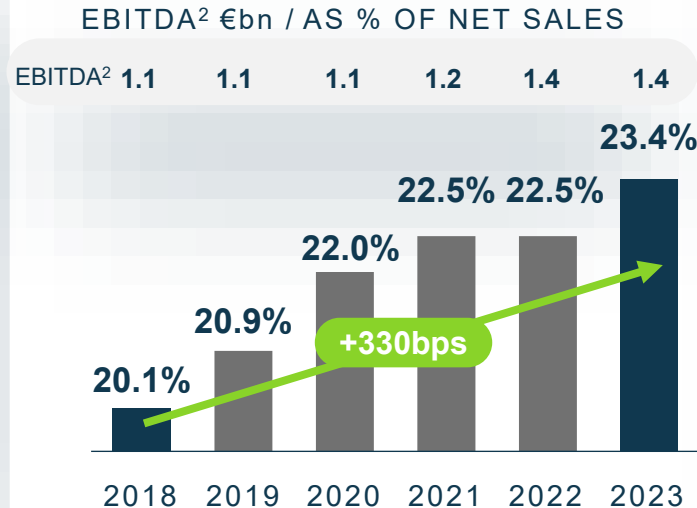
Source: Market 360, MAT October 2023, Value, SAM - Strategically Addressable Markets, Top corporations / brands (private label not counted), brand positions in their respective biggest sub-category / segment(s)

GROWTH ACCELERATED ABOVE MARKET



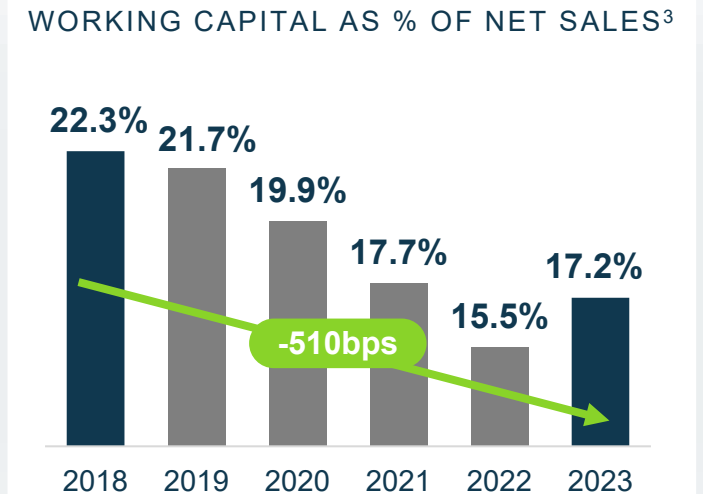
Outperformed vs. CH peer growth
Exceeded 3-5% p.a. growth guidance

CONSTANT MARGIN EXPANSION DESPITE INFLATION



Productivity program > Inflation
Committed “mid-20s” margin in reach

IMPROVED CASH CONVERSION DRIVEN BY LOWER WSR



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

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



Household penetration

Trial and awareness

Net Revenue Mgmt

Innovation on unmet needs



Rx-to-OTC Switch

Holistic gut health

Relax & Restore

Geographic expansion & access



Brand expansion

India, ASEAN

Low-income consumers

Digital commerce & health platforms



eCommerce

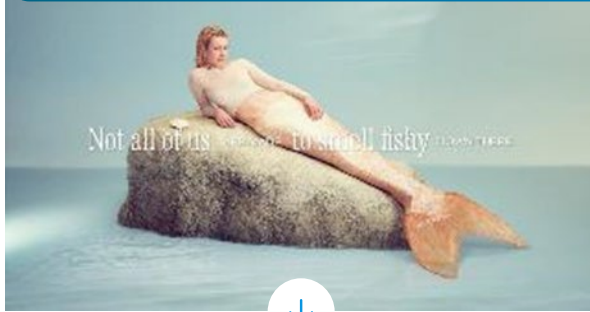
Digital Diagnostics

Digital Therapeutics

Innovation pipeline value increased by 82% to €1bn¹

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

Creative excellence

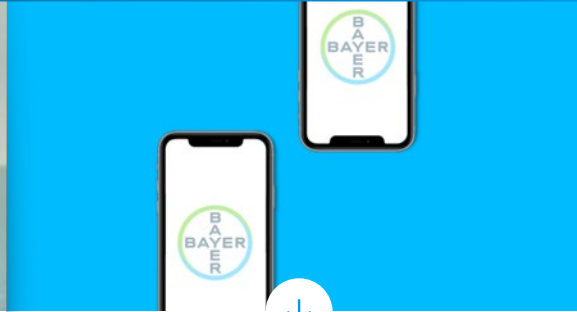


Best-in-class creativity

Top-tier content quality
score (84% in 2023)

External recognition
(11 awards, 3 Cannes Lions¹)

Full funnel precision marketing



Personalized
consumer experience

Precision marketing
(55% of media)

AI technology integration

Leading eCommerce capabilities



Strategic acquisitions
in eCommerce

Capability transfer
to base portfolio

12% of Net Sales
from eCommerce

Customer and HCP centric mindset



Strategic customer
partnerships in key markets

Joined Business Planning

HCP engagement

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



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



NUTRITION



CARDIO



PAIN



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

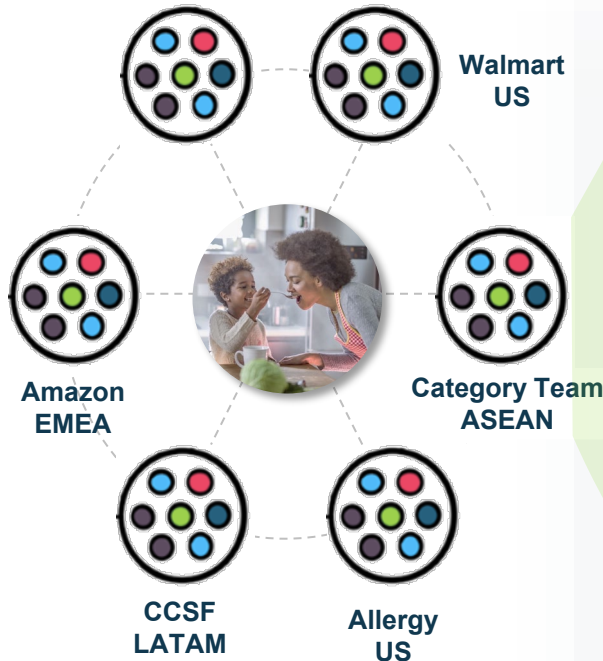
FROM → TO

Functional Orientation

Consumer & Customer Centric Teams

Value creation through speed & simplification

Senior Management



ASEAN Dermatology & Allergy Impact



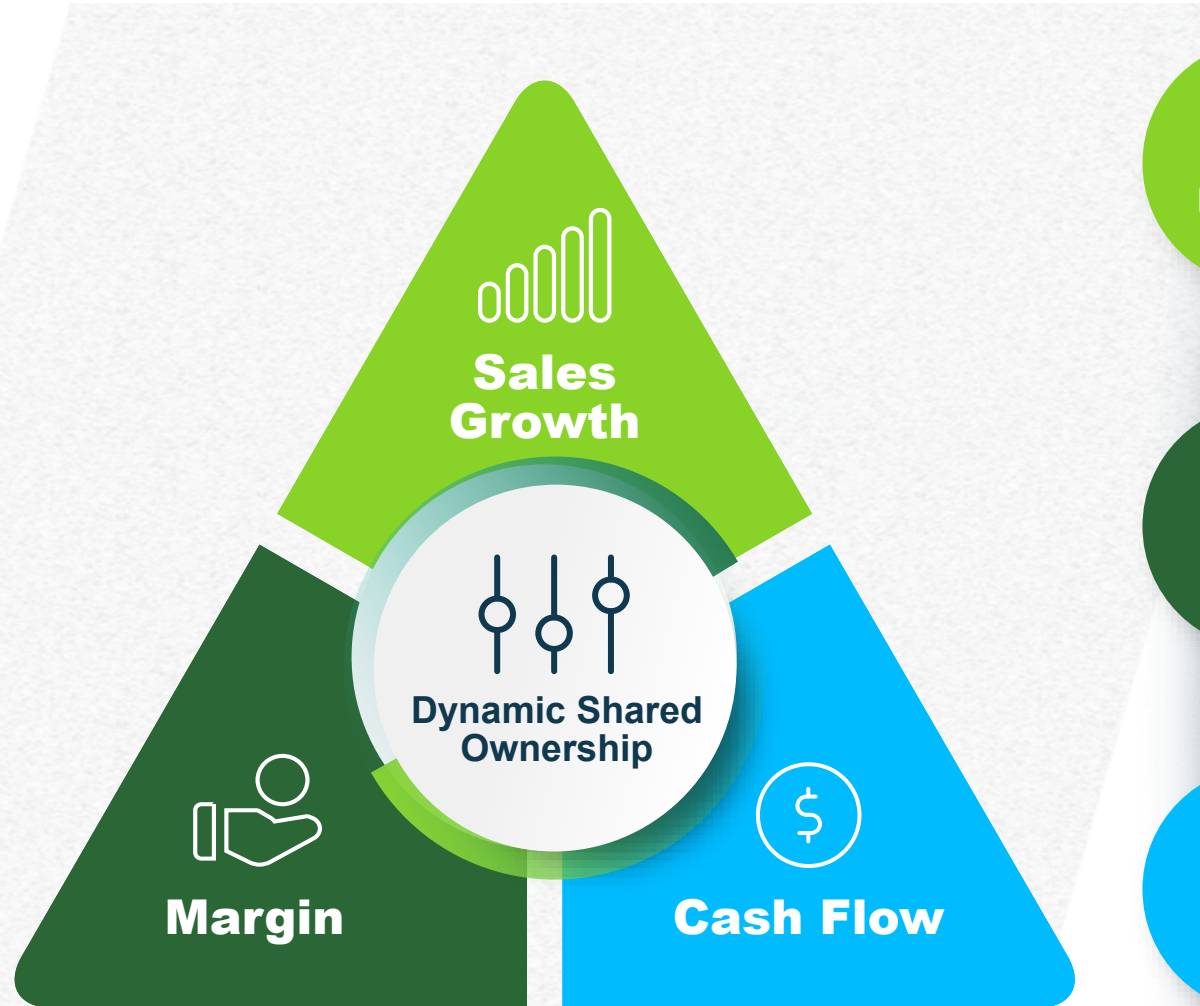
+ 30% Net Sales from Innovation¹

3x Faster time to market²

- 50% Supply Chain lead times

Note: ASEAN Results: ¹Net Sales from Innovation for 2024 ; ²Time to market relative to cosmetic registered products

A Sustainable Value Creation Model, Accelerated by DSO



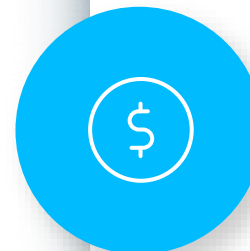
GROWTH

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



2023 **2024e**
at constant FX¹

Mid-Term

Net Sales	€6.0bn	+3% to +6%²
------------------	--------	-------------------------------

EBITDA margin <small>(before special items)</small>	23.4%	23% to 24%
---	-------	-------------------

Innovation

Sustainable Growth above market

- // 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:

- // Delayed 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





BAYER

SUSTAINABILITY

Driving Sustainable Industry
Leading Performance

Investment Case

March 2024

► Sustainability
Report





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

OUR AREAS of IMPACT



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.*

55

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

4

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



1

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

We Create Impact through Sustainable Business Opportunities

Sustainability is Integral to Our Values, Strategy and Operations

PHARMACEUTICALS • CONSUMER HEALTH • CROP SCIENCE

Megatrends

AGING POPULATION

GROWING POPULATION

PRESSURE ON ECOSYSTEMS

Societal Needs

Preserve and restore health

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

Restore More
Scale Regenerative AG

Impact

Help more people thrive

OUR VISION: HEALTH FOR ALL, HUNGER FOR NONE

1 NO POVERTY

2 ZERO HUNGER

3 GOOD HEALTH AND WELL-BEING

5 GENDER EQUALITY

6 CLEAN WATER AND SANITATION

13 CLIMATE ACTION

15 LIFE ON LAND

Decrease ecological footprint

Sustainable Growth

Business growth through sustainable innovation

We have Ambitious Measurable Targets for Sustainable Development

Our 2030 Targets¹ 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> as well as our latest sustainability report : <https://www.bayer.com/en/sustainability/sustainability-reports>

Help more PEOPLE thrive

- Support **100m smallholder farmers** in LMICs²
- Fulfill the need of **100m women** in LMICs² for **modern contraception**
- Support **100m people** in underserved³ 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 LMICs²



Decrease ECOLOGICAL footprint

- Climate neutrality³ in own operations** + **reduced emissions in our supply chain**
 - 42% reduction target⁴ for Scope 1 & 2
 - 12.3% reduction target⁴ 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 produced⁵

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
 LMIC: low and middle income countries - all countries included in the World Bank list as per 1 July 2019
² Underserved: economically or medically

³ By 2030, the remaining greenhouse gas emissions of our own operations will be fully offset by purchasing certificates from verified climate protection projects, especially in the areas of forest conservation and agriculture.
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 works 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

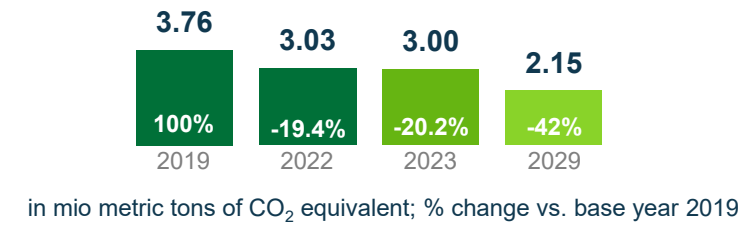


42% less CO₂e in our own operations by 2029 & **Net Zero** by 2050

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 emissions¹



Scope 3

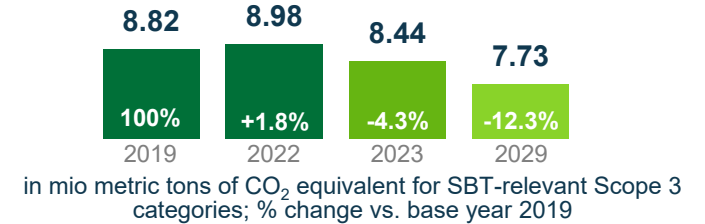


12.3% less CO₂e in the value chain by 2029

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



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™**)

For additional information on our targets please see our Sustainability Report 2023
¹ Find our offsetting approach and more info here: <https://www.bayer.com/en/sustainability/climate-protection>
² Find our on-field greenhouse-gas reductions approach and more info here: [Climate Change and Agriculture | Bayer Global](#)

We Support 100m Smallholder Farmers

Accessing Smallholders Improves Lives and Creates Business Opportunities

Challenges



~550M
Smallholder farmers worldwide



// Lack of access to **new technologies**



// **Limited productivity** of their crops



// **Limited access to knowledge**



// **Climate Change**



Feed **>50%** of population in developing countries



// Exposed to the markets; **price volatility** and fluctuations



// **Hunger & malnutrition**



// **Lack of access to markets and capital**



// Additional challenges caused by **Covid-19**

How to get there

// **Commercial operations:**
Regional commercial strategies focused on smallholders' needs

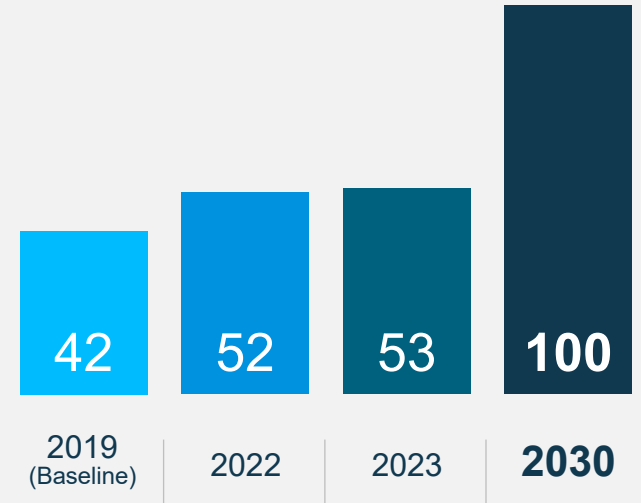
// **Value-Chain-Partnerships:**
Better Life Farming centers and integration into other value chain ecosystems

// **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



We provide Access for 100m Women to Family Planning

Catalyst for Important Societal and Economic Impact

Challenges

// **>200 million women in developing regions** who want to avoid pregnancy are not using safe and effective family planning methods, central to **women's empowerment**

// Reducing poverty, protecting maternal and child health, driving economic development, and achieving sustainable development

// **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

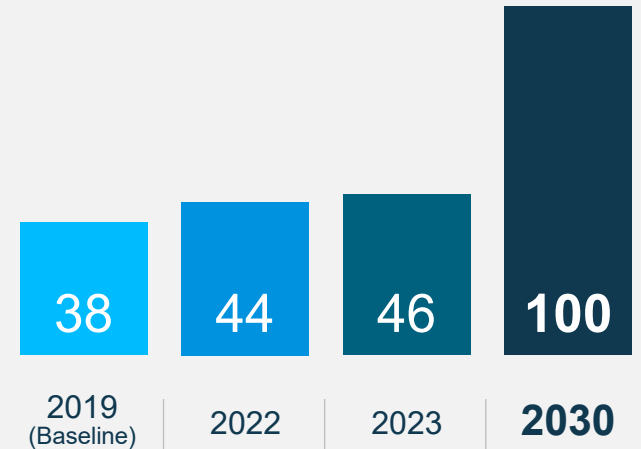
// **Capacity building**¹, e.g. cooperation with urban health project 'The Challenge Initiative' (TCI)

// 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





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**

Progress

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

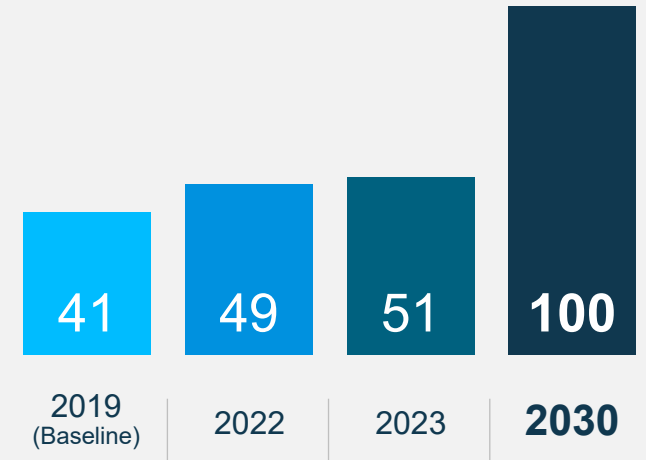
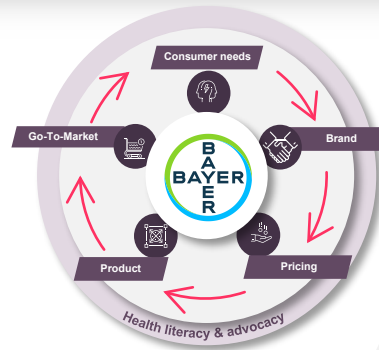
// **Deeper Penetration:** meeting low-income consumers where they shop to bridge the physical gap

// **Partnerships and Initiatives**, e.g. the Nutrient Gap Initiative

// Activating our trusted **OTC brands** and **end-to-end value chain**

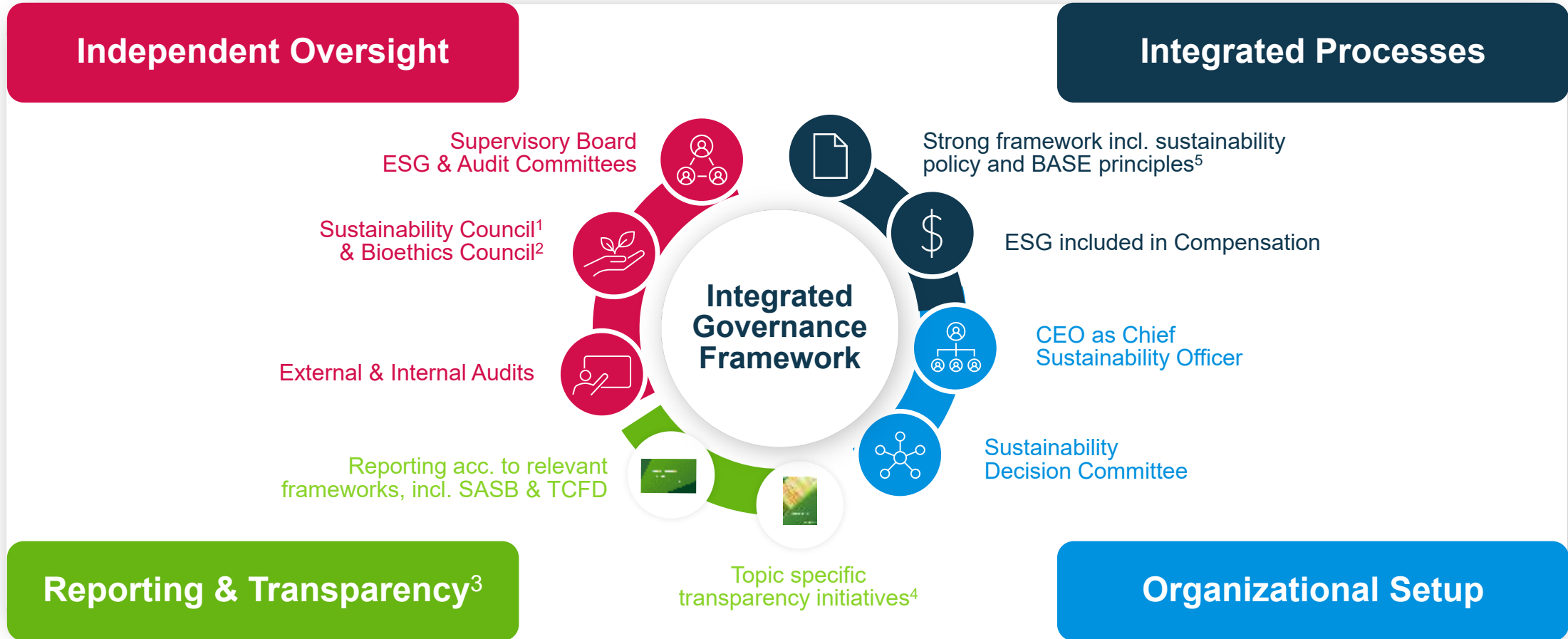
// Focus on **high impact markets:** US, LATAM, ASEAN, METAP

// **Self-Care Education** initiatives form the basis for shaping behavioral change to empower consumers to manage their own health better



We have Firmly Anchored Sustainability in Our Governance

Sustainability Governance framework: Holistic approach ensuring sustainable execution and advancement



¹ <https://www.bayer.com/en/sustainability/sustainability-council> ² <https://www.bayer.com/en/sustainability/the-bayer-bioethics-council> ³ <https://www.bayer.com/en/sustainability/transparency> ⁴ <https://www.bayer.com/en/sustainability/initiatives> ⁵ <https://www.bayer.com/en/sustainability/base>

We Show Strong Results in ESG Ratings and Assessments

Ongoing support through excellent sustainability reporting and transparency initiatives

	Agency	Score Type	Latest Score	Year*	△	Explanatory information
Major ESG Ratings	MSCI	ESG Score Controversy level**	A (industry average) ■ severe (GMO)	2023	▶	Confirmation of A level although severe controversies remain on file; ■ (GMO) removed in 2022
	ISS ESG	ESG Score Norm-Based Research	B- (1 st decile of industry) ■ (Neonics)	2023	▲	Now “Prime Status” with improvement from C+ to B- ■ (Neonics) removed in 2021
	SUSTAINALYTICS	Risk Score Controversy level**	27.4 (medium) ■ 5 (severe)	2023	▶	Overall high exposure & above subindustry average Impacted by Glyphosate litigation, outlook positive
	MOODY'S ANALYTICS	ESG Score	55 / 100	2023	▲	Above industry average and sector average performance
Other focus assessments	access to medicine FOUNDATION	Index of pharmaceutical companies worldwide	3.36 / 5 (Rank 1: 4.06) #9 out of 20	2022	▲	Bayer entered the top 10 of the 2022 ATM ranking
	ecovadis	Supply Chain Sustainability Assessment	76 / 100	2023	▲	Top 2% of all evaluated companies Strong improvements in environmental score
	CDP	Climate Change Forests Water Security	A- B A-	2023	▶	Strong performance in all 3 categories

* year of latest rating/scoring publication

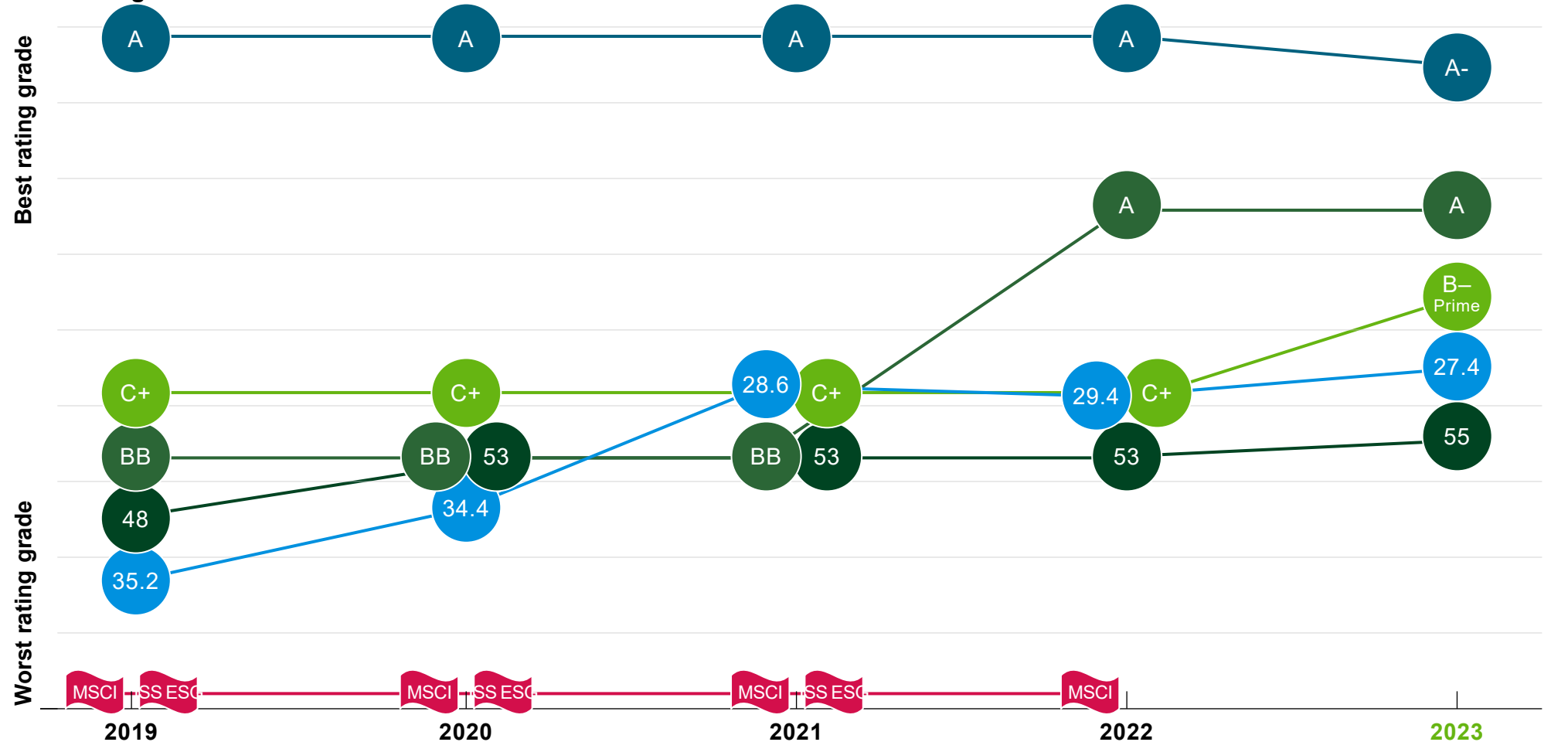
** evaluation of controversial issues related to the company within the last 3 to 5 years through media and press releases



We Improved Our Rating Scores in the Past Years

Progress underlines relevance and acknowledgement of our sustainability strategy

ESG Rating Results



● **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
 ▬ Red flags from ESG controversies



THANK YOU