



Impact Report 2025



Health for all, Hunger for none

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We are ALL IN for our mission – Health for all, Hunger for none.

Dear Bayer stakeholders,

2025 was a reminder of something simple: our mission isn't a slogan. It's the reason people show up every day. I saw teams step up, support one another, and keep going – even when everything around us was shifting.

Science has helped us make real progress – not in the abstract, but in ways that matter in fields, clinics and communities. Much of this happens at the intersection of biotech, digital tools and AI. These advances help us support more sustainable farming and help more people get the nutrition and healthcare they need. At the same time, we're working to lower our own environmental footprint – and to help the agricultural sector do the same. That's the kind of work that can make a difference – and it's the work we doubled down on.

Let me call out a few things we achieved together last year:

// **Advancing Health:** We took an important step in women's health. After approval in the U.S., Lynkuet® also received approval in the EU. It helps women manage moderate to severe hot flashes – something that affects daily life more than many people realize.

We also started the construction of the Center for Gene and Cell Therapies. It will open in 2028 and bring together a biotech incubator and a GMP-certified facility – a place where new therapies can move from early ideas toward real options for patients who need them.

// **Innovation in Agriculture:** Farmers need tools that work in the real world. Climate pressure and pests don't wait. In 2025, growers in Colombia used our new low-dose insecticide

Plenexos™ for the first time. We also expanded the Preceon™ Smart Corn System. Both help farmers protect their crops and use land, water and inputs more efficiently – with a lower environmental footprint.

// **Our Operations:** We're taking steady steps to lower our own footprint: In China and Argentina, we signed agreements that will shift all our production sites to 100% green electricity by 2026. Additionally, our production facility in Costa Rica and other sites are switching to renewable energy.

There's more work ahead. But when I look at Bayer today compared to two or three years ago, I see a company that has changed. One reason is our operating model. It gives everyone more ownership of how work gets done – including safety, quality, compliance and integrity. These responsibilities don't sit with a few people. They're shared across the organization. And that matters for how we show up every day.

What hasn't changed is our ambition: Through our daily work, we want to make a meaningful contribution to the Sustainable Development Goals (SDGs) – guided by the principles of the UN Global Compact and by our mission "Health for all, Hunger for none."

You should hold us to that ambition. ESG rating agencies already do – and their recent assessments on this page show that we're moving in the right direction. That's encouraging for us, for investors and for everyone who expects us to deliver on our commitments. Thank you for following our journey.

Sincerely,

Bill Anderson
Chairman of the Board of Management (CEO) & Chief Sustainability Officer (CSO) of Bayer AG



Bill Anderson, CEO Bayer AG & Chief Sustainability Officer (CSO)

Our ESG rating results 2025 demonstrate our commitment to sustainability

MSCI Solutions
ESG Rating

AA

ISS ESG
ESG Corporate Rating

B-

Sustainalytics
Risk Score

20.2

EcoVadis
Supply Chain Sustainability Assessment

78

Further information on ESG Ratings can be found on page 21 in this report and on our [website](#).

About this Report

With this Impact Report, Bayer aims to provide transparent and in-depth insights into both its sustainability strategy and its sustainability performance. This report supplements the Sustainability Statement, which serves as nonfinancial statement for the Bayer Group (Section 315b et seq. of the German Commercial Code, HGB). The reporting standards applied for the Sustainability Statement pursuant to Section 289d of the German Commercial Code (HGB) are the European Sustainability Reporting Standards (ESRS). The Sustainability Statement is published in the Combined Management Report of the [2025 Annual Report](#). Throughout this Impact Report, we refer to data points in the Sustainability Statement, which has been subject to an external audit with limited assurance for the fiscal year 2025.

The reporting period for this Impact Report is the 2025 fiscal year. The closing date for all data and facts was December 31, 2025.

This report is oriented towards the guidelines of the [Global Reporting Initiative](#) (GRI) and the 10 principles of the UN Global Compact (UNGC) since 2000. Together with the [Sustainability Statement in the Annual Report 2025](#), this Impact Report also serves as a reference for the questionnaire on the Communication on Progress in line with the UN Global Compact. We also take into account the relevant requirements of the Sustainability Accounting Standards Board (SASB). A [summarized index](#) according to the three SASB Industry Standards relevant to us – “Biotechnology & Pharmaceuticals”, “Chemicals” and “Agricultural Products” – can be found on our website. In our climate reporting, we follow the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) and publish a [separate report](#) in PDF format also on our website. Additionally, we publish an

overview of the Principal Adverse Indicators according to the Sustainable Finance Disclosure Regulation (SFDR) on our [website](#).

We also use, for example, the international recommendations and guidelines of the Organisation for Economic Cooperation and Development (OECD) and ISO 26000 as a guide when defining and selecting nonfinancial indicators as well as in our reporting. In measuring the key data we are publishing, we apply the European Sustainability Reporting Standards (ESRS) and also take into account the recommendations of the Greenhouse Gas Protocol with respect to greenhouse gas emissions and those of the European Federation of Financial Analysts Societies, the World Business Council for Sustainable Development, the European Chemical Industry Council (CEFIC) and the International Council of Chemical Associations (ICCA) with respect to other nonfinancial indicators.

Data collection and reporting thresholds

This Impact Report was prepared on a consolidated basis. The scope of consolidation for sustainability reporting is basically the same as for financial reporting in the annual report and represents the reporting group for information about our own operations. Environmental metrics are determined at all environmentally relevant sites. We regard all sites whose annual energy consumption exceeds 1.5 terajoules (TJ) and/or whose annual water withdrawal is greater than or equal to 50 thousand cubic meters (Tm³) as environmentally relevant. Information related to reported potential or confirmed compliance violations, metrics on incidents, grievances and serious human rights violations, and our 100 million targets also includes non-fully consolidated Bayer companies.

Some indicators (particularly related to employees and procurement) are reported only for our [significant locations of operation](#) following the requirements of the corresponding GRI disclosures. In 2025, this covered 15 countries that accounted for more than 80% of total Bayer Group sales.

Where information is only relevant for parts of the Bayer Group, we refer to this. In addition, deviations are indicated in the footnotes of the relevant tables and graphs.

Additional information

- // As the indicators in this report are stated in accordance with commercial rounding principles, totals and percentages may not always be exact.
- // References to websites are indicated by an underlined word.
- // This report is issued in English only.

The Impact Report is published in PDF format together with the [2025 Annual Report](#), the SASB Index, the TCFD Report, the SFDR Index and the Sustainability Highlight Report on Bayer AG's [website](#). The Impact Report is prepared annually.

Sustainability Drives Value and Growth

A growing world population and the increasing burden on natural ecosystems are among the biggest challenges humanity is facing. This situation is further complicated by various geopolitical conflicts that are escalating. Furthermore, these crises clearly show how important it is to protect health and ensure food security worldwide – and how these goals are in jeopardy.

Our overall goal: from margin to impact

As a global leader in healthcare and nutrition, Bayer can contribute more than any other enterprise to solving global challenges through its business. With this goal in mind, Bayer is committed to ambitious targets that it aims to achieve through its own business activity and the endeavors of its employees.

To support Bayer's mission of "Health for all, Hunger for none," we defined three areas where we have a significant impact and aim to both boost our ambitions and drive our business solutions forward:

- // Climate action
- // Health equity
- // Food security

Bayer is uniquely positioned to provide solutions to these challenges – alongside our partners.

Our Areas of Impact



We look at these areas of action from a holistic perspective, knowing there are strong interdependencies and that it is at the intersections where Bayer can make a scalable difference in ways that drive our business:

- // Climate change negatively impacts both the availability and nutritional value of staple food crops and vegetables. This creates a challenging cycle of growing more nutritious food without undermining our planet.
- // Health needs and access are challenged by climate change, with rising temperatures compounding health issues and new or more diseases. This creates a heavy burden for both people and health systems – and especially for people living in the low- and middle-income countries.

// Food security fundamentally depends on the continuous development and advancement of sustainable agricultural innovations and on the health of farmers and communities who produce food – and, in turn, health is dependent on the availability of nutritious diets.

By addressing these areas with a clear focus on interdependence and our impact, we will contribute to closing the nutrient gap, strengthening regenerative agriculture and delivering solutions for people's health, in the face of rapidly increasing temperatures worldwide.

Sustainability is part of our corporate strategy

Building on our mission of "Health for all, Hunger for none," we consider sustainability to be at the core of our corporate responsibility – and it also safeguards our future growth. Sustainability is therefore an essential component of our corporate strategy, our business activities, our corporate values and the way in which we conduct our business. The following strategic sustainability targets apply as a guideline for the actions of all divisions:

- // Creating inclusive growth and added value for society and our investors
- // Reducing our ecological footprint
- // Embracing responsible business practices along our value chain

Our contribution to the Sustainable Development Goals

We align our own strategic sustainability targets with the global Sustainable Development Goals (SDGs) of the United Nations, which apply through to 2030. The global community is lagging behind in many areas, which makes the contribution we can make as a company to achieving these goals all the more important.

At Bayer, we are convinced that we can have a particular impact here, owing to our portfolio, our global reach and our innovative power. In this context, we consciously support those Sustainable Development Goals where there is a pressing need to act and where we can make the greatest impact through our businesses and their sustainability-focused transformation.



SDG 1 – No poverty

As farming is often the only source of income in low- and middle-income countries (LMICs), we help to fight poverty there through our engagement with smallholder farmers and by supporting women.



SDG 2 – Zero hunger

Our products and services help the global agricultural industry to increase production, and thus reduce food inflation, help to feed a growing world population, while consuming fewer natural resources. This also benefits smallholder farmers in LMICs.



SDG 3 – Good health and well-being

Our products directly impact people's health. Some prevent diseases and others treat illnesses.

This applies worldwide – but particularly in LMICs, where we endeavor to make existing products and services accessible and affordable.



SDG 5 – Gender equality

We work to achieve gender equality in our business and through our supply chain. By providing modern contraception, we support women around the world in self-determined family planning. We also support equal opportunity within our company.



SDG 6 – Clean water and sanitation

Our products and services help reduce future water consumption in agriculture. We strive to protect water resources, use them as sparingly as possible and further reduce water pollution.



SDG 13 – Climate action

We pursue a climate protection and decarbonization strategy that is aligned with the goals of the Paris Agreement. In our value chain, we promote resilient, low greenhouse gas emission farming that helps to capture carbon dioxide (CO₂) through new methods.



SDG 15 – Life on land

By reducing the environmental impact of crop protection products (Crop Protection Environmental Impact Reduction [CP EIR]), we support sustainable farming that aims to protect the environment within our value chain and to conserve biodiversity.

Our strategic approach

Bayer aims to promote sustainable development worldwide in accordance with the SDGs, while at the same time focusing on the future and aligning its businesses to grow in line with the sustainability targets. To achieve this, we link the concept of inclusive growth with a reduction in our ecological footprint based on responsible business practices along our entire value chain.

The Group-wide goals for inclusive growth and climate protection are accounted for in the long-term variable compensation (LTI) of our Board of Management and our LTI-entitled managerial employees. Our strategic focuses also address the demands increasingly expressed by the capital market that we transform our business from a sustainability perspective and report transparently on this using key data. In doing so, we want to be trustworthy and binding in our actions in relation to our stakeholders.

Focus areas: added value for people and the environment

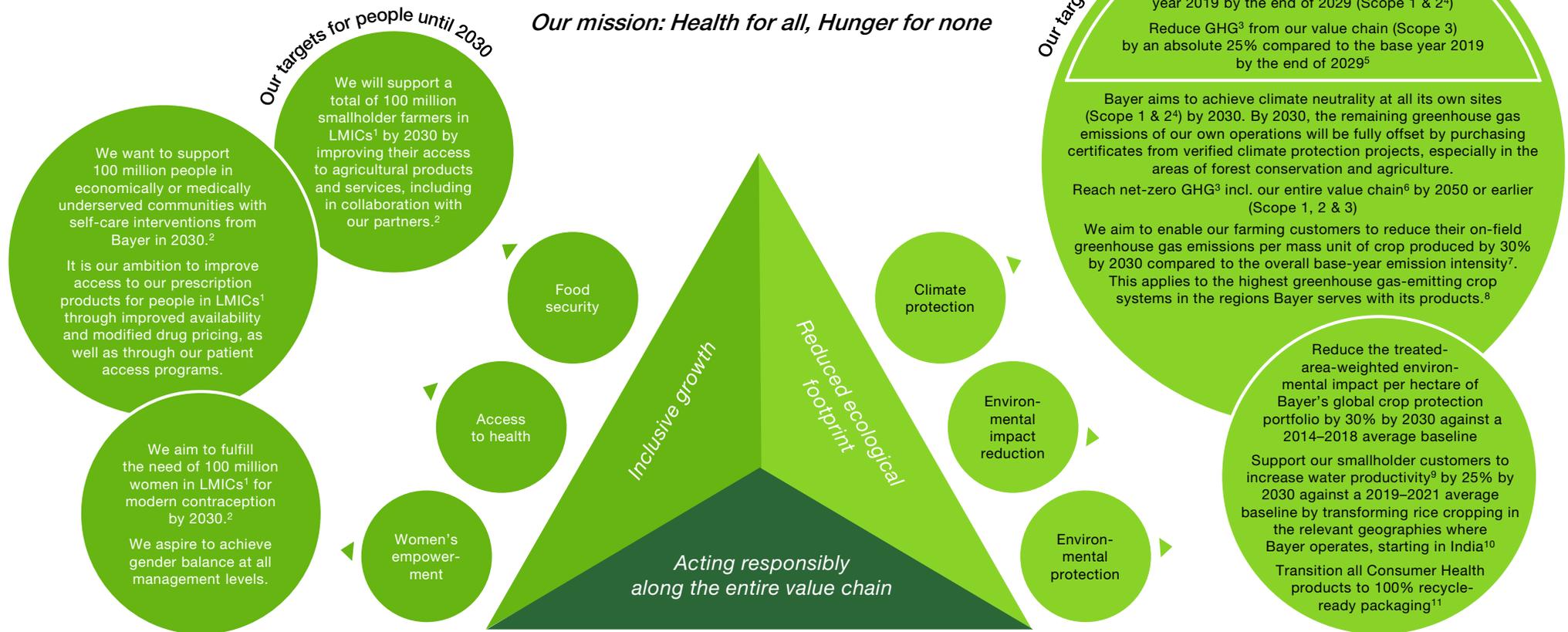
Bayer initiated an ambitious program that combines inclusive growth with the reduction of ecological footprint and aims to establish responsible business practices throughout our entire value chain. Bayer is thus living up to its responsibility toward the environment and society and has integrated this into its corporate governance.

Sustainability: Strategic Elements, Impacts and 2030 Targets

SDGs on which we have the greatest impact through our businesses



Our mission: Health for all, Hunger for none



¹ LMICs: low- and middle-income countries; smallholder farms on <10 ha farm land

² These targets are accounted for in the long-term variable compensation (LTI) of our Board of Management and our LTI-entitled managerial employees.

³ GHG: greenhouse gas emissions

⁴ Comprises direct (Scope 1) and indirect (Scope 2, market-based) greenhouse gas emissions from Bayer sites with an annual energy consumption exceeding 1.5 terajoules and/or annual water withdrawal greater than or equal to 50 Tm³.

⁵ In accordance with the criteria set out by the Science Based Targets initiative (SBTi) and including all Scope 3 categories. Since we do not engage in franchise activities, category (3.14) is not applicable.

⁶ Entire Scope 1, 2 & 3 emissions. Scope 3 includes all categories defined in the GHG Protocol.

⁷ Our reduction target refers to an overall base-year greenhouse gas intensity that includes the weighted emission intensities of 17 crop-country combinations (CCC).

⁸ The crop-country combinations Italy-Corn and Spain-Corn were not selected based on these factors but were additionally included because data were already available.

⁹ Water productivity is defined as kg of crop yield per volume of water used (kg/m³).

¹⁰ Our water target is currently focusing on the Bayer DirectAcres Initiative, which aims at supporting farmers in shifting successfully from transplanted puddled rice to mechanized direct seeded rice.

¹¹ Where safety permits and regulations allow

Access to healthcare

Millions of people still do not have access to basic medical care. Our portfolio includes a range of key products that are among the world's leading pharmaceuticals for their indications by sales, for example in the areas of cardiology, women's healthcare, ophthalmology and radiology. We believe we have a responsibility to improve access to healthcare for a growing world population. We reach people all over the world with the products and solutions of our Pharmaceuticals and Consumer Health divisions. As part of this, we assess the needs of people in LMICs, for whom we want to make existing products and services more accessible and affordable. At the same time, we are driving forward innovations to increase access to healthcare worldwide and thus improve people's health and well-being. In this way, we are making a significant contribution to the attainment of SDG 3 "Good health and well-being."

Food security: nutrition and agriculture

Hunger has increased worldwide in recent years, as the impact of climate change and the effects of armed conflicts are contributing to food shortages. In the area of agriculture and nutrition, our innovative products and services help to better feed the growing world population and fight hunger. In this way, we are contributing to SDG 2 "Zero hunger" by targeting inclusive growth in LMICs. The 550 million or so smallholder farmers worldwide play a central role in improving the food supply in these countries. As farming is often the only source of income for many people there, our engagement with smallholder farmers also helps achieve SDG 1 "No poverty."

Reducing the ecological footprint

We want to reduce our ecological footprint along our entire value chain. With our solutions for more sustainable farming, we aim to protect the environment and biodiversity in accordance with SDG 2 "Zero hunger" and SDG 15 "Life on land." We aim to reduce the environmental impact of our crop protection products in farming and support the use of innovative

cultivation methods. We aim to support our smallholder customers in increasing water productivity by transforming rice cropping starting in India, and are thus supporting SDG 6 "Clean water and sanitation."

Climate change mitigation

In view of advancing climate change and its devastating consequences for human nutrition and health, one area of focus for reducing the ecological footprint is an ambitious decarbonization strategy. Our targets support the Paris Agreement. To this end, we pursue extensive measures to support SDG 13 "Climate action." For example, we are reducing our own greenhouse gas emissions (Scope 1 & 2) and greenhouse gas emissions along our value chain (Scope 3). Our reduction targets were confirmed by the Science Based Targets initiative (SBTi), which has been updated and revalidated in 2024. We want to achieve Net Zero emissions in our entire value chain by 2050, which represents a reduction of 90% compared to the baseline of the year 2019. We intend to offset the remaining greenhouse gas emissions (10%) through certificates with long-term carbon capture (the neutralization of the remaining emissions will be carried out in accordance with the standards of the Science Based Targets initiative [SBTi]).

Furthermore, we aim to enable our farming customers to reduce their on-field greenhouse gas emissions.

Climate change adaptation

We are also helping to increase the resilience of our customers against the effects of climate change. Among the approaches we are developing, there are transformative solutions that aim to enable agriculture to emit fewer greenhouse gases and instead contribute to efforts to capture CO₂. This makes agriculture an important enabler in the fight against climate change.

Water stewardship

As a leader in health and agriculture, our ambition is to contribute to sustainable water use through a holistic water strategy. We aim to have a transformational impact that goes beyond our own operations and reflects our willingness to contribute to climate resilience and protect water resources. Our efforts will encompass all water dimensions along the entire value chain, from our own operations to the farmers we work with.

Responsible business practices

Responsible business practices along the value chain define our company values and shape the way we conduct our business – from our commitment to environmental protection to our endeavors in relation to gender equality and respecting human rights.

Gender equality

We promote inclusion and diversity throughout Bayer, and this includes gender equality – SDG 5. We achieve the greatest impact through our business, particularly through our products to promote women's health and family planning and through our targeted support for female smallholder farmers as entrepreneurs in LMICs. We also promote equality in our own company and aim to achieve gender balance at all management levels by 2030.

Respect for human rights

We fully respect human rights and with our human rights strategy we address risks and effects in that area. The strategy supports the attainment of our corporate mission and the implementation of the SDGs. Bayer is a founding member of the UN Global Compact and respects the Universal Declaration of Human Rights of the United Nations.

Access to Healthcare as an Element of Sustainability

People in many parts of the world still do not have access to basic medical care, even though the need is high. Furthermore, regional and global crises continue to drive inequality in global society.

As part of our mission of “Health for all, Hunger for none” and the corresponding business strategy, we are addressing important medical needs and expanding access to our products and services, in both the prescription and the over-the-counter sector. We are thus helping to improve access to healthcare for a growing world population (→ SDG 3).

Many of our programs specifically focus on the health of women and children, therefore also supporting gender equality (→ SDG 5).

Access to prescription medicines

With our prescription medicines, we make a valuable contribution to individual health and well-being, as well as sustainable development in general.

Our Global Health Unit (GHU) follows the mission of fostering inclusive growth by expanding reach and creating impact at scale for underserved populations. The GHU focuses primarily, but not exclusively, on more than 50 low- and middle-income countries (LMICs) where Bayer has a limited presence. By developing partnerships with supranational, regional, and governmental organizations, Bayer aims to improve access to medicine and advance in health and gender equality.

This particularly applies to our globally leading products in women’s healthcare, including family planning, and in areas such as cardiovascular disease, eye diseases, cancer and neglected tropical diseases (→ SDG 3).

Modern contraception – a key factor

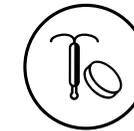
In many parts of the world, self-determination for girls and women depends largely on whether and when they start a family. Young women’s desire to participate in education can only be fulfilled if the advantages and opportunities of family planning are recognized and suitable healthcare services and contraceptives are available.

It is therefore not just a question of self-determined health, but also a human right to give women and girls the opportunity to choose the number, timing and intervals of their pregnancies.

As a component of family planning, modern contraception plays a key role in improving the health, rights and economic situation of women around the world. It thus provides the foundation for more equality and affluence and plays a crucial role in enabling participation in better education and improving health (→ SDG 3) and reducing poverty (→ SDG 1) and hunger (→ SDG 2). Family planning also strengthens gender equality (→ SDG 5), which in turn promotes economic and social development. According to the [Guttmacher Institute](#) in the United States, [investment in family planning](#) is therefore a “smart investment” for development.

Access to modern contraception

As a leading global pharmaceutical producer of contraceptives, we have been active in this field for many years. We aim to fulfill the need of 100 million women in LMICs for modern contraception by 2030. In 2025, we already reached 68 million women in LMICs.



Target 2030:

Fulfill the need of 100 million women in LMICs for modern contraception

- // Base year 2019: 38 million
- // Status 2020: 40 million
- // Status 2021: 41 million
- // Status 2022: 44 million
- // Status 2023: 46 million
- // Status 2024: 51 million
- // Status 2025: 68 million

To attain our target, we focus on the availability, accessibility and affordability of our products with resilient supply chains and uniform quality standards globally. Moreover, in partnership programs we are sharing resources and capabilities with other stakeholders to support women and girls, helping them to make contraceptive choices that suit them best, regardless of the product or its manufacturer.

In 2025, we reached 17 million additional women compared to the previous year – our highest growth since 2020. While both our partnership programs and Bayer contraceptives showed strong growth, 80% of this increase came from two

key channels: selling active ingredients for contraceptives to other manufacturers (improving contraceptive availability and supply security in LMIC) and enhanced tracking of our digital information programs' impact in communities with otherwise limited access to reliable family planning information. Please find detailed information on the methodology in our [Pharma Sustainability Challenge for Women's Health Care](#).

Product accessibility

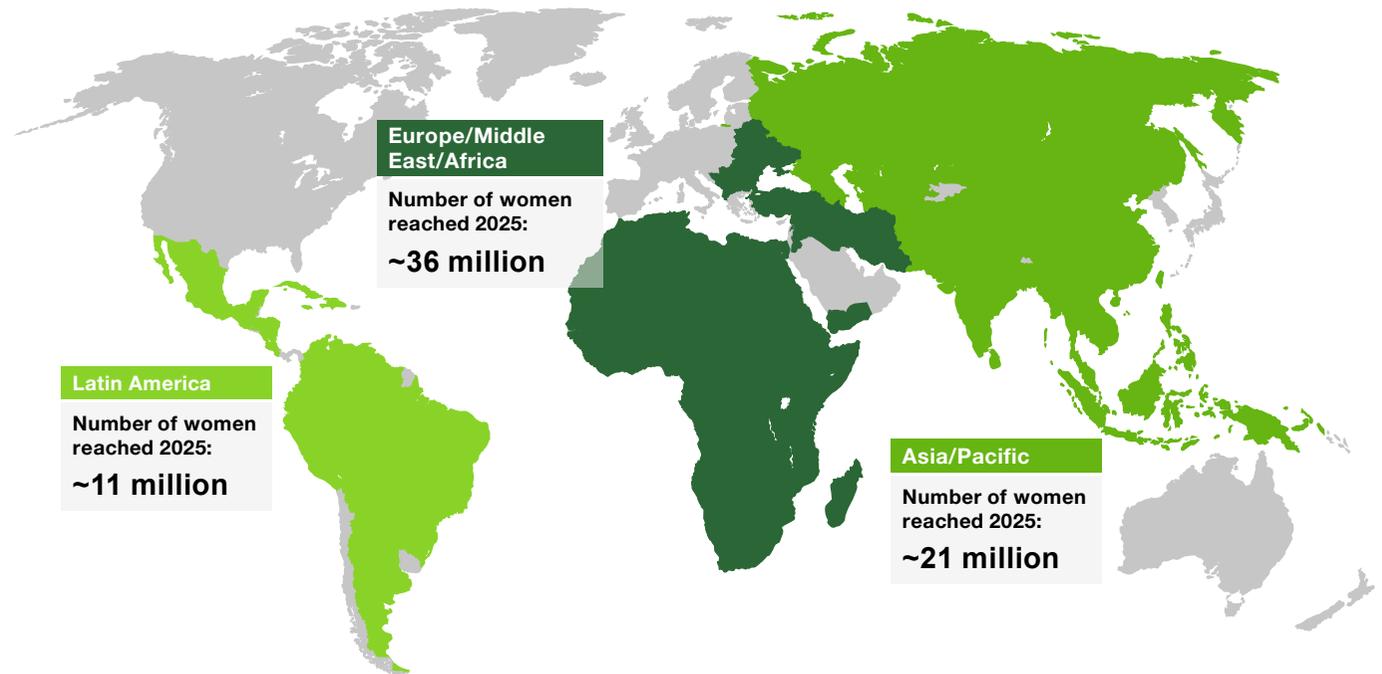
In 2025, Bayer's contraceptive products were used by women in 121 countries of the world. These contraceptives are provided to 93 countries through procurement platforms (e.g. via the United Nations Population Fund [UNFPA]) or through international tenders opened by the Ministry of Health of recipient countries. Bayer applies a set of preferable pricing schemes to allow as many women as possible to have access to family planning products. Paid by donor or domestic funds, these contraceptives are mostly free for the final recipient. In 2025, 25.5 million women used Bayer products through this mechanism.

In addition, Bayer country affiliates in LMICs are providing family planning products to the local pharmaceutical market through the pharmacy channel. In these cases, where women must pay for contraceptives themselves, we aim to apply a fair pricing approach to enable more women to access these products. In an increasing number of countries, Bayer sells to the public market under national health programs that include free access to contraceptives. Bayer's presence in local markets in LMICs is strong, with 82 countries following this model and providing contraceptive products to 21.8 million women in 2025.

Notably, in 54 countries, Bayer is active in both the private and the public sector, ensuring broad access to family planning to women across all income levels.

For more information, please see chapter 9. Social Engagement.

Access to Modern Contraception 2025



Supply security for contraceptives

We approved capital expenditures of more than €400 million to expand the contraceptive production facility at our site in Finland and build a new plant in Costa Rica. The site in Finland is preparing for market supply, and the Costa Rica site has got Good Manufacturing Practice (GMP) approval, now preparing for the supply of long-acting reversible contraceptives (implants) to LMICs. Please find further information about both sites in our [Sustainability Highlight Report](#).

Partnerships

Beyond its role as a manufacturer for contraceptives, Bayer is entering into partnerships with a variety of stakeholders to pursue a common agenda for access to rights-based family planning and gender equality. Guiding principles for such partnerships and resulting programs are:

- // Demand driven with a strong local governance
- // Contributing to the 100 million women goal
- // Capacity building, strengthening the local healthcare system
- // Sustainable approach with a long-term impact

Examples are a partnership with the United Nations Population Fund (UNFPA) on local collaboration, innovation and global advocacy, and the co-sponsorship with the Gates Foundation for The Challenge Initiative (TCI), an award-winning public-private partnership program in Asia and Africa (P3 Impact Award given by the US Department of State, the University of Virginia and Concordia at the [Concordia Annual Summit](#)).

Differentiated pricing strategy

Our established approach to pricing and access to our prescription medicines not only ensures that our products are sold in reimbursement markets but is also geared specifically toward enabling these products to be offered in LMICs while taking the local purchasing power into account. In this, we work together with patients, charitable organizations, governmental authorities and other players to enable easier, sustainable access to our products based on adjusted pricing.

For most of our key products (Adempas™, Eylea™, Kerendia™, Kyleena™, Mirena™, Nexavar™, NUBEQA®, Stivarga™, Verquvo™ and Xarelto™), including specific new launches, we have established framework conditions for adjusted, equitable pricing that also account for per capita gross national income and thus enable the establishment of selling prices that reflect the local purchasing power in the respective countries.

Further engagement

For more information on our additional activities in connection with neglected tropical diseases (NTDs) and noncommunicable diseases, please see the chapter Focus on: Access to Healthcare.

Access to self-care

More than half the world's population has no access to basic and essential health services due to insufficient income, health deserts and a lack of access to clinics, pharmacies and other treatment options. Consequently, billions of people must rely on self-care to prevent disease, maintain their health and treat illness.

We want to support 100 million people annually in economically or medically underserved communities, with self-care, by interventions from Bayer by 2030. As a leader in science-based self-care solutions, we are already present and investing in many countries and regions where self-care is a health lifeline.

We are investing in making self-care available and accessible for all, with a particular focus on economically and medically underserved populations. We leverage our brands, portfolio of products, operational footprint and cross-sector partnerships to improve the full self-care value chain and ecosystem. We concentrate on the following:

- // Formulas that address key needs for people who live on a low income, as informed by dedicated medical and consumer insights, in the areas of prenatals, cardiovascular disease, allergy, pain, digestive health, fatigue, and cough & cold.
- // Accessible formats that meet purchasing preferences, e.g. individual sachets and bulk formats, and pricing that is appropriate to the financial situation of the end-consumer. This includes designing solutions for the budget and operating environment of customers who serve the end-consumer, e.g., display packs for convenience stores or kiosks and low-income-consumer shops.
- // Last-mile health distribution channels to meet consumers in underserved communities where they live, work and shop. This includes independent pharmacies, small (family-run) enterprises and social marketing companies.

- // Tailored education for healthcare professionals who serve the end users (e.g. doctors, pharmacists, midwives, community health workers etc.), and for consumers to help them better understand therapeutic areas and safe treatment options.

Our progress against our ambition to enable access to self-care for all is tracked through our 100 million challenge. In 2025, we accelerated our progress, thanks primarily to deeper penetration of our accessible portfolio, especially in India. We also saw a bigger impact from our partnership with Vitamin Angels who served more mothers and babies with essential prenatals following changes in Indonesia's policy making Multiple Micronutrient Supplements (MMS) the standard of care for all pregnant women.



Target 2030:

Support 100 million people in economically or medically underserved communities with self-care

- // Base year 2019: 41 million
- // Status 2020: 43 million
- // Status 2021: 46 million (total 59 million¹)
- // Status 2022: 49 million (total 70 million¹)
- // Status 2023: 51 million (total 75 million¹)
- // Status 2024: 53 million (total 73 million¹)
- // Status 2025: 82 million²

¹ Including our strategic investments in India

² From 2025 onward, India's numbers are fully integrated

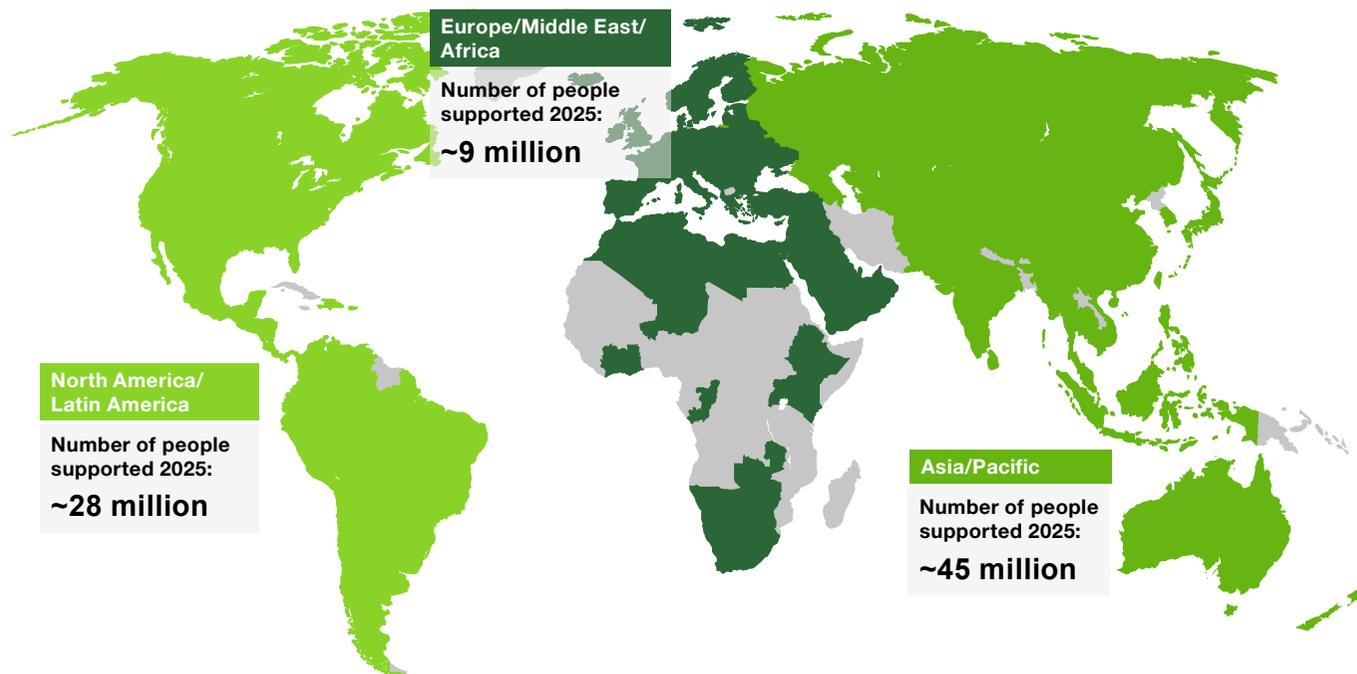
Nutrient Gap Initiative

One in three people in the world survive on diets that lack the essential vitamins and minerals needed to grow properly, live healthy lives and raise a healthy family. The effects of this “hidden hunger” often worsen over time, can lead to long-term health problems and further accelerate the poverty cycle.

As a global leader in both agriculture and nutritional supplements, Bayer is uniquely positioned to help enable all people to gain access to essential vitamins and minerals, and improve their health and livelihoods. In line with our mission “Health for all, Hunger for none,” we launched our signature program the Nutrient Gap Initiative (NGI) in 2021 to enable access to essential vitamins and minerals annually for 50 million people in underserved communities by 2030. The initiative addresses the main barriers to accessing essential micronutrients through interventions with accessible and affordable nutrition solutions, education and advocacy. We are doing so by leveraging our expertise, portfolio and partners, to provide solutions for fruit and vegetables smallholder farming communities and essential supplementation for all.

We have established strategic partnerships to make progress. For instance, we work with Vitamin Angels to advance the roll-out of essential prenatal supplements across emerging markets and with the last-mile health social enterprise reach52 to provide nutrition education to underserved communities, including smallholder farmers. In 2025, Bayer reached 38 million people in underserved communities through the NGI.

Access to Self-Care 2025



Capacity-building partnerships

Partnerships help us provide people with access to essential self-care solutions and health education in contexts where self-care is often the only option available. We have launched a cooperation with the WHO Foundation to build countries’ capacities to incorporate self-care interventions as part of universal health coverage, with a focus on underserved populations in LMICs.

CARDIO4Cities

We joined forces with the Novartis Foundation to strengthen and scale up the CARDIO4Cities initiative, a proven model that can reduce heart attacks in cities by strengthening heart

health systems with interventions and policy changes driven by local city governments.

Vitamin Angels

Since 2020, we have partnered with Vitamin Angels to support global efforts to transition antenatal care policy from iron-folic acid (IFA) supplementation for pregnant women to the WHO-backed UNIMMAP multiple micronutrient supplementation (MMS) formula. In 2025, our partnership provided access to MMS for more than 5.6 million underserved pregnant women and their babies across 22 priority countries, including Indonesia, Uganda, Mexico, the Philippines and the United States, reaching a total of more than 25 million women and babies since 2020. Thanks to our partnership,

the freely available Continued Medical Education curriculum on MMS co-created by Vitamin Angels and Johns Hopkins University was taken up by 1,000 healthcare professionals. We continue to lend our expertise in prenatal manufacturing and education to support country roadmaps for the transition from IFA to MMS.

Nongovernmental organizations (NGOs) have also become important implementation partners for Vitamin Angels, helping to expand the reach of its activities into Central American communities. To further advance MMS scale-up, we launched a new partnership with the Wellbeing Foundation Africa to train employees of health facilities, midwives and women on the importance of MMS in Nigeria.

reach52

We continued our partnership, launched in 2021, with [reach52](#), a social enterprise that delivers targeted, scalable health campaigns in emerging markets. In 2025, reach52 impacted more than 116,000 residents in India, Indonesia, Kenya and South Africa with nutrition education delivered by trained community health workers. Together with reach52, we ran training sessions for more than 1,800 community health workers and engaged with more than 583,000 residents across 939 communities since 2021.

Mujer360

In Latin America, we expanded the Mujer360 program beyond Guatemala and Honduras, adding Jamaica and Nicaragua. The program has partnered with local NGOs since 2019 to provide health screening to women. The focus of the program is on vaginal health and training midwives, who act as healthcare contacts in remote communities. Since 2023, the focus has also included cardiovascular health.

In Latin America, we started new partnerships to promote self-care through the training of healthcare professionals and education of communities. In Mexico, our partnership with ConAcción Salud and ProOncavi focused on promoting a

culture of self-care and prevention in areas such as women's health, mental health, pain management and nutrition. In Central America, our partnership with ALSOLAC and FECACSO is making healthcare more accessible among blue-collar workers by training occupational physicians on self-care.

Policy engagement

In 2025, Bayer continued to engage with the Global Self-Care Federation (GSCF), supporting efforts to raise the global agenda of self-care, promoting policies to support everyday health and contributing to multi-stakeholder action, which is a top priority and a key strategic endeavor for GSCF. A multi-faceted approach through the Self Care Coalition encompassed engagement with governments, the World Health Organization (WHO) and other influential multi-lateral organizations, academia, NGOs, patient representatives and healthcare professionals, fostering a dynamic new coalition of allies. Also in 2025, The UN General Assembly adopted the Political Declaration on the Prevention and Control of NCDs and the Promotion of Mental Health and Well-Being. This represents a formal political commitment by Member States, and it matters for Bayer Consumer Health because it includes explicit language on cardiovascular disease prevention and treatment, an area strongly connected to our everyday health and prevention focus.

Sustainability at the core of our brands

Sustainability is firmly anchored in our brand and product strategies. We integrate our sustainability commitments into the earliest stages of product development through our Sustainability by Design program to design innovation with availability, the environment and human health in mind.

Bayer is an active partner in the GSCF's working group focused on implementing more sustainable blister packaging. We also joined the Blister Pack Collective to replace plastic packaging with a new dry-molded fiber blister pack made from renewable plant fibers. Replacing plastic packaging will

reduce our carbon footprint in the future and support our goal to transition all Consumer Health products to 100% recycle-ready packaging (where safety permits and regulations allow). Initially, we are exploring how dry-molded fiber blister packs can be added to blister packaging and rolled out to other products as we develop and launch more sustainable solutions. In 2024, the launch of the world's first-of-its-kind mono-PET blister packaging for Aleve™ in The Netherlands marked a significant first-step in our sustainable packaging transformation and has set the stage for expansion across more brands and geographies in the coming years. Blister packaging has long posed an environmental challenge because of its multilayer composition of plastic and aluminum, making it difficult to sort and recycle. Our efforts remain focused on delivering more mono-material solutions across our portfolio without compromising on safety and quality. In 2025, Talcid™ launched Bayer's first mono-PP blister, continuing its journey of sustainable packaging innovation.

We also strive to reduce reliance on virgin materials and reduce material usage wherever possible. We have increased the use of recycled content in our shipping cases in our Bayer-owned factories, to an average of 90% (by total weight) and have reduced plastic in closures, actuators and bundle-wraps for some of our Aleve™, Lotrimin™, Berocca™ and Hydrosense™ product offerings.

Embracing circular economy practices in 2023, Bayer introduced a refillable bottle in the development of Bepanthen™ dermatology products. The refill packs use 80% less packaging by weight and can be transported more sustainably due to the products' smaller size and weight.

We are evolving our brands to deliver sustainable impact on environmental and social goals. These actions include:

// Canesten™'s signature educational platform – Vagina Academy – continues to challenge social taboos rooted in harmful myths and misconceptions, empowering

individuals with vaginas to take ownership of their intimate health. The educational program has already been introduced in 13 countries, with more to follow.

// Elevit™, our prenatal supplement, continues to leverage its Every Beginning platform. The program focuses on giving every baby the best start in life by extending access to essential prenatal vitamins for women and their babies in underserved communities through our partnership with Vitamin Angels.

// Cardiovascular disease is the leading cause of death globally, with approximately 700 million people at undetected risk. Bayer has partnered with HUMA to develop the Bayer Aspirin™ Heart Risk Assessment, an online tool that quickly assesses an individual's risk factors for developing cardiovascular disease over the next 10 years and encourages them to take action and see a physician. Bayer is also partnering with the government of Egypt to support unserved individuals living with or at risk of cardiovascular disease, and just launched its partnership with Novartis Foundation to scale the CARDIO4Cities initiative.

Transformation toward Sustainable Agriculture

Global agriculture and food systems are facing major challenges, such as climate change, water scarcity, degraded land and biodiversity loss. At the same time, the world population continues to grow, and millions of people are suffering from hunger and poverty. The growing global demand for food, feed, fiber and fuels will have to be met across a decreasing production area.

We work toward achieving sustainable agriculture that addresses the biggest challenges by means of innovation – agriculture that meets the needs of a growing world population while conserving natural resources (→ SDG 2); agriculture that emits fewer greenhouse gases and instead contributes to capturing carbon dioxide (CO₂); and agriculture that protects biodiversity and helps farmers worldwide to deal with the effects of climate change and become more resilient. The focus here is on increasing yields through innovative seeds, products and services, as well as on disseminating agricultural practices and forms of cultivation with ever-reduced environmental impact.

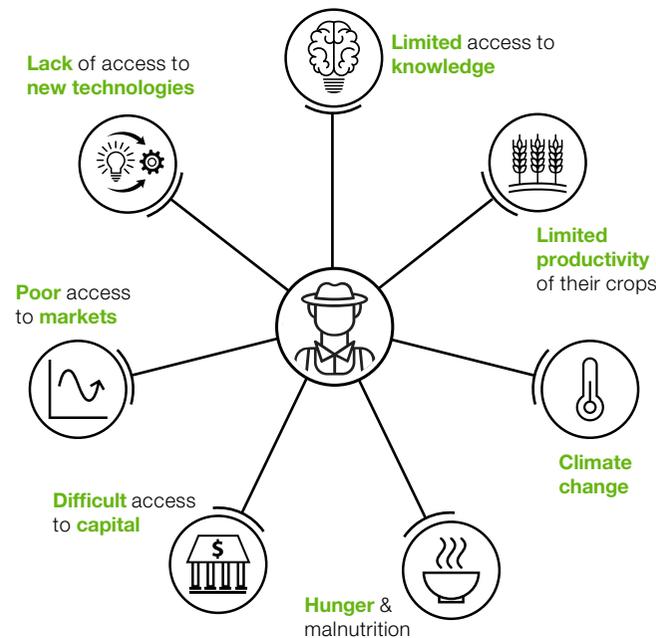
Smallholder farmers

An estimated 550 million smallholder farmers worldwide play a central role in improving the quality of life in low- and middle-income countries (LMICs) and in advancing our mission “Health for all, Hunger for none.” They form the backbone of food security in many rural regions of the world.

Many smallholder farmers face significant challenges. Their yields are often low due to limited access to high-quality crops and practical knowledge about more productive and environmentally sustainable cultivation methods. Often, they do not have affordable financing options and reliable access to markets where they can sell their products at fair prices.

At the same time, smallholder farmers are also highly exposed to the impacts of climate change and increasingly to frequent harvest losses. For all these reasons, they often struggle to achieve a stable income through farming.

Typical Challenges Smallholder Farmers Are Facing



We aim to support a total of 100 million smallholder farmers in LMICs by 2030 by improving their access to agricultural products and services, including through collaboration with our partners. To achieve this, we are expanding commercial activities and strategic initiatives tailored to the needs of smallholder farmers. We are successively broadening our product and service portfolio for smallholder farmers, including by innovative business models and digital solutions across the entire crop system. Our approach to strengthening smallholder farmers is embedded in our regional commercial strategies.



Target 2030:
Support 100 million smallholder farmers in LMICs

// Base year 2019: 42 million
 // Status 2020: 45 million
 // Status 2021: 49 million
 // Status 2022: 52 million
 // Status 2023: 53 million
 // Status 2024: 52 million
 // Status 2025: 53 million

In 2025, together with our partners, we supported 53 million smallholder farmers in LMICs with our products and services. This represents an increase of one million compared with the previous year, reflecting the strong performance of our non-commercial partnership projects in Africa, while reach from our commercial business in Asia/Pacific remained constrained by market- and weather-related factors.

We aim to develop market models that create value and reduce business risks for all partners in the value chain, including smallholder farmers. Our activities focus on enabling smallholder farmers to participate in agricultural value chains and increase their productivity and income, and build resilience, thereby contributing to the long-term food security of smallholder farmers, their families and rural communities in [LMICs](#).

Bayer does not plan to assert its intellectual property rights against smallholder farmers who save seeds on their farms for private and noncommercial use in order to avoid extreme poverty. Instead, we seek to engage with these smallholder farmers to support their transition toward commercial farming where appropriate, and help them to improve their livelihoods.

Value chain partnerships

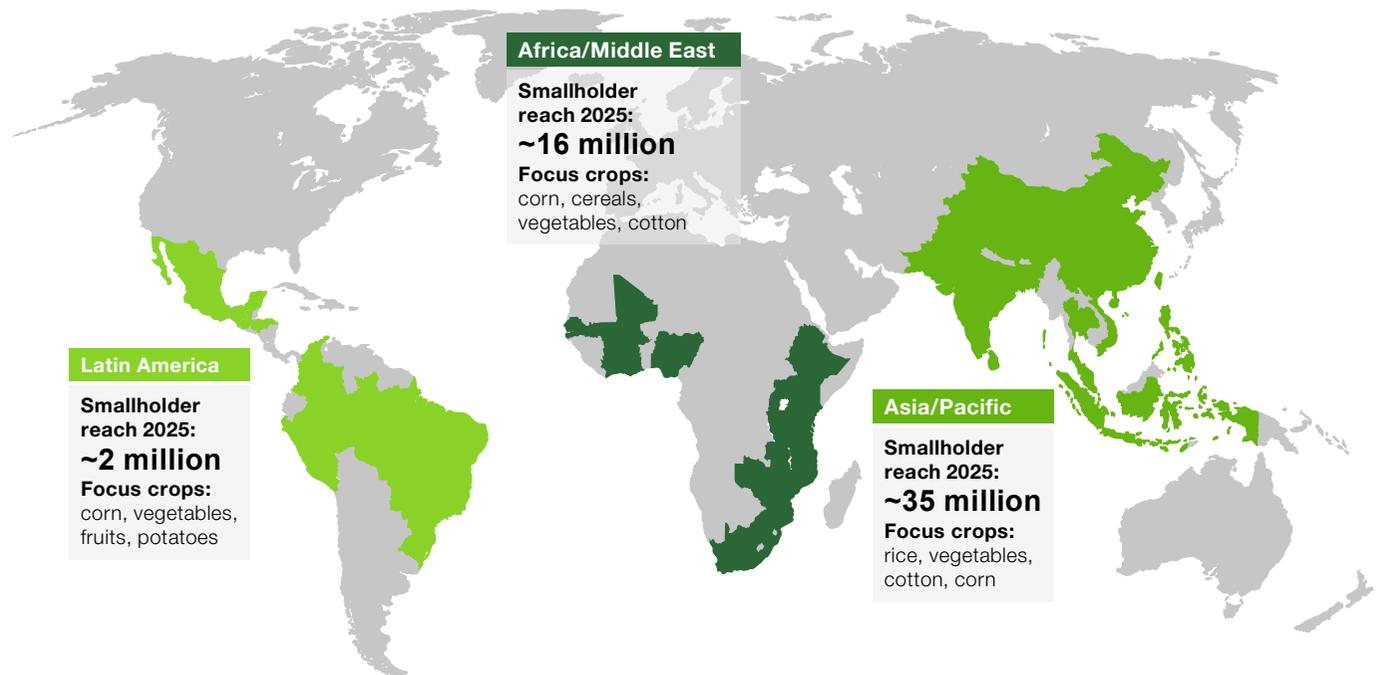
As no one can overcome every challenge alone, we establish crop value chain partnerships to provide smallholder farmers with high-quality inputs, agronomic knowledge, cost-effective financing and risk mitigation solutions, as well as market access to sell their products. These partnerships include collaborations with government research institutes, nongovernmental organizations (NGOs) and international financial institutions.

Better Life Farming

Better Life Farming is a long-term partnership between Bayer, the International Finance Corporation (IFC, part of the World Bank), Netafim, Yara and 35 local public and private partners as well as NGOs.

Within the partners' network, the Better Life Farming centers improve access to agricultural products in remote rural regions through what is known as the last-mile delivery model.

Smallholder Reach 2025



They also offer access to agricultural education and consulting, adapted farming solutions, financing, market access and fair prices. We are also introducing special approaches for the advancement of women, such as the targeted development of women as agricultural entrepreneurs.

In 2025, we increased the number of Better Life Farming centers in India, Indonesia, Bangladesh, Vietnam, China, Mexico, Honduras, Tanzania and Ivory Coast to more than 4,000. We are planning further growth in the three smallholder regions shown above.

Non-commercial partnerships

Together with the Gates Foundation and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the Bayer Foundation funded the Digital Farmer II program of our partner [Mercy Corps AgriFin](#). This has leveraged the spread of digital technologies to develop more efficient digital information and financial products and services for smallholder farmers in Sub-Saharan Africa since 2021. In 2025, we reached 5.4 million smallholder farmers via this partnership, thereof 42% women. The program has redefined how farmers access advisory services, financial tools and market

linkages. Independent impact measurement providers assessed that 74% of participating farmers reported an increase in production and experienced income growth between 2023 and 2025.

As of this year, the Bayer Foundation, with the funding of our Crop Science division, is supporting the 10 million Resilient Farmer Initiative by The Pula Foundation as part of a long-term engagement through 2030. The initiative has the target of insuring 10 million smallholder farmers against climate risks in Africa and Asia by 2030. In 2025, we reached around 750,000 smallholder farmers in Kenya, Ethiopia, and Nigeria. For more information, please see chapter 9. Social Engagement.

Digital solutions

Innovative digital tools support smallholder farmers in risk mitigation and informed decision making. Our mobile app FarmRise™ provides farmers in India with market insights, weather forecasts and free agronomic advice, tailored to the specific needs of the field and growth stage of the crop. In 2025, we reached around 130,000 digitally active smallholder users in India. We have recently rolled out the mobile app to Philippines, Pakistan, Bangladesh and Kenya.

Social impact measurement

Independent research by social impact measurement company 60 Decibels confirmed the value of three smallholder projects in India, Kenya and Mexico/Honduras. In each of the longitudinal surveys conducted from 2022 to 2024, a clear majority of participants ranging from around 60% to around 95% stated that the programs have increased their yields and farming income and improved their way of farming as well as their quality of life since they joined the projects.

According to independent study results in 2025, the digital advisory services provided through our FarmRise™ app in India have helped 73% of farmers to improve their way of

farming. 72% strongly agree that FarmRise™ puts their needs first, and 79% report improved confidence in investing in their farms because of the digital support received.

We expect impact measurement to complement our assessment of smallholder reach. For more information and additional studies, please see our [website](#).

Agriculture and climate change

Climate change is presenting major challenges for farmers worldwide. Crop losses not only threaten the farmers' future and that of their families but also pose a risk to the global food supply. At the same time, food cultivation generates greenhouse gas emissions. Farming therefore plays a key role on the road to a climate-neutral global economy (→ SDG 13).

Through innovations in the areas of seeds, crop protection and agricultural practices and through digital solutions, we are helping to make farming both climate-neutral and climate-resilient. In this, we are working with farmers and partners throughout the entire value chain.

Decarbonization

We aim to enable our farming customers to reduce their on-field greenhouse gas emissions per mass unit of crop produced by 30% by 2030 compared to the overall base-year emission intensity. The overall base-year greenhouse gas intensity includes the weighted emission intensities of 17 crop-country combinations. Base years are defined individually for each crop-country combination, using data from either harvest year 2021 or 2022, depending on the availability of data. Base years were adjusted in 2024 due to additional data requirements based on an updated [GHG](#) calculator within the GHG reporting methodology and lack of data availability from prior years. This reduction target applies to the highest greenhouse gas-emitting crop systems in the regions Bayer serves with its products (except for the crop-country combinations Italy-Corn and Spain-Corn that were not selected

based on these factors but were additionally included because data were already available). Key levers in this endeavor include climate-friendly cultivation practices such as the adoption of reduced or non-tillage or the sowing of cover crops. These enable CO₂ to be captured in the soil, making the agricultural industry a key player in the fight against climate change.

In addition, Bayer is driving forward the implementation of regenerative agriculture programs in every region we serve. Our [Global Ecosystem Services](#) support farmers and companies across the value chain to accelerate the adoption of more regenerative agriculture practices and digital technology. For more information, please see the Focus on: Agriculture chapter.

New technologies

We help farmers to increase their resilience against the effects of climate change, for example through our innovative seeds for plants that can better withstand extreme weather conditions, and through improved agricultural practices. For more information, please see the chapter Focus on: Agriculture.

We also invest in new technologies and conduct research into questions such as how plants could use nitrogen from the air for their growth with the help of soil microorganisms. Microbial products can complement (and in some cases in the future partially replace) the use of synthetic fertilizers and help reduce greenhouse gas emissions, especially nitrous oxide (N₂O), agriculture's most potent emitted gas.

Through our [Leaps by Bayer](#) participation in Fork & Good, we are investing in research into animal protein produced from cell cultures to cover the growing demand for protein without stockbreeding.

Further reducing the ecological footprint

We aim to reduce the treated-area-weighted environmental impact per hectare of Bayer's global crop protection portfolio by 30% by 2030 against a 2014–2018 average baseline. The foundation for delivering the target is achieving improved levels of precision, safety and sustainability through our CropKey approach by designing crop protection molecules that are engineered to be highly selective (or target-specific) aiming for minimal environmental footprint. Additionally, changes in agricultural practices, application methods for crop protection products and the use of digital solutions help ensure that these products are applied precisely and sparingly to the areas needing treatment.

Conserving water

Water is an integral part of our business. Our strategy considers our position as a key player in the areas of health and agriculture and aims to have an impact beyond our operations. In order to achieve the greatest possible impact, the measures cover the entire agricultural value chain right through to the farmers. We therefore aim to support our smallholder customers in increasing water productivity by 25% by 2030 against a 2019–2021 average baseline by transforming rice cropping in the relevant geographies where Bayer operates. Water productivity is defined as kg of crop yield per volume of water used (kg/m³). Our water target is currently focusing on Bayer's DirectAcres Initiative, which aims at supporting farmers' shift successfully from transplanted puddled rice to mechanized direct seeded rice.

Regenerative agriculture

We aim to transform agriculture by driving a more sustainable food system guided by our vision of regenerative agriculture. Bayer promotes a concept of regenerative agriculture that is defined as an outcome-driven cropping system aimed at strengthening the resilience of agricultural production. This concept is based on two interconnected objectives: helping

farmers maintain or increase yields with reduced application of agricultural inputs for improved social and economic well-being outcomes; and regeneration, which prioritizes a positive impact on nature. This second aspect includes efforts such as striving to improve soil health, preserving and restoring biodiversity in areas devoted to agriculture, conserving water resources and reducing field-level greenhouse gas emissions and increasing carbon sequestration. For more information, please see the chapter Focus on: Agriculture.

For more information, please see the chapter Focus on: Agriculture.

Group targets at a glance

We use these indicators to measure the implementation of our Group targets through 2030. They also serve as a basis

for determining the variable compensation component of the Board of Management and entitled managerial employees.



Target: Support 100 million smallholder farmers in LMICs

Key figure:

// Number of smallholder farmers in LMICs¹ supported by products, services and partnerships

// Partnership: Mercy Corps AgriFin, Pula Foundation

Base year	Status	Status	Status	Status	Status
2019:	2021:	2022:	2023:	2024:	2025:
42 million	49 million	52 million	53 million	52 million	53 million



Target: Fulfill the need of 100 million women in LMICs for modern contraception

Key figure:

// Number of women reached in LMICs¹ who have their need for modern contraception fulfilled due to interventions supported by Bayer

// Partnerships: The Challenge Initiative (TCI), World Contraception Day

Base year	Status	Status	Status	Status	Status
2019:	2021:	2022:	2023:	2024:	2025:
38 million	41 million	44 million	46 million	51 million	68 million



Target: Support 100 million people in economically or medically underserved communities with self-care

Key figure:

// Number of people in economically or medically underserved communities whose self-care is supported by interventions from Bayer

// Partnership: Vitamin Angels

Base year	Status	Status	Status	Status	Status
2019:	2021:	2022:	2023:	2024:	2025:
41 million	46 million	49 million	51 million	53 million	
Total:	59 million ²	70 million ²	75 million ²	73 million ²	82 million ³



Target: Climate neutrality at own sites⁴ and achievement of Science Based Targets

Key figure:

// Reduction of Scope 1 and 2⁵ greenhouse gas emissions by 42%

// Reduction of Scope 3 emissions⁶ by 25%

// Offsetting of remaining Scope 1 and 2 greenhouse gas emissions

Supporting figures:

// 100% electricity procurement from renewable sources

Base year 2019:	Status 2025:
Scope 1 and 2 ⁵ : 3.76 million metric tons CO ₂ e	Scope 1 and 2 ⁵ : 2.79 million metric tons CO ₂ e
Scope 3 ⁶ : 10.34 million metric tons CO ₂ e	Scope 3 ⁶ : 9.10 million metric tons CO ₂ e

A more detailed description of the calculation methodologies (including adjustments) is available on our website www.bayer.com/en/sustainability/targets.

¹ LMICs: low-and-middle-income-countries

² Including our strategic investments in India³ From 2025 onward, India's numbers are fully integrated.

⁴ In accordance with the Paris Agreement and the objective of limiting global warming to 1.5 °C relative to the pre-industrial level

⁵ Comprises direct emissions (Scope 1) and indirect emissions (Scope 2, market-based) from Bayer sites whose annual energy consumption exceeds 1.5 terajoules and/or annual water withdrawals greater than or equal to 50 Tm³.

⁶ In accordance with the criteria set out by the Science Based Targets initiative (SBTI) and includes all Scope 3 categories. Since we do not engage in franchise activities, category (3.14) is not applicable.

Sustainability Firmly Anchored in Governance

As the core element of our corporate strategy, sustainability is integrated into all our major processes. This is ensured not just through binding targets and a broad set of directives but also through fundamental Group management decisions.

Responsibility in the Group

As Bayer's Chief Sustainability Officer, Bill Anderson, the Chairman of the Board of Management (CEO), is responsible for implementing the strategic objectives. The Public Affairs, Sustainability & Safety (PASS) Enabling Function is tasked with the operational design of sustainability.

ESG Committee of the Supervisory Board

In 2022, an ESG Committee was established within Bayer's Supervisory Board to deal with ecological and social responsibility matters and sustainable corporate governance. This mainly pertains to the incorporation of sustainability into the business strategy; the establishment of sustainability targets; nonmandatory environmental, social and governance reporting and, where applicable, the auditing thereof; the opportunities and risks; and the organizational structures and processes, insofar as the Audit Committee is not already responsible for these matters. Within its scope of responsibility, the ESG Committee advises and oversees management and prepares possible resolutions by the Supervisory Board.

The ESG Committee is composed of the Chairman of the Supervisory Board and seven other Supervisory Board members. It includes an equal number of stockholders and employee representatives. Ertharin Cousin is Chair of the ESG Committee.

The Supervisory Board is also closely involved in the implementation of the sustainability targets, independent of the ESG Committee. It addresses this issue several times a year along with the nonfinancial statement of the company as part of the [Annual Report](#).

Integration of ESG into compensation

Qualitative sustainability targets have been factored into the compensation systems for the Board of Management and entitled managerial employees since 2020. Since 2021, the quantitative targets have accounted for 20% of the long-term variable compensation (LTI) of Bayer's Board of Management and LTI-entitled managerial employees. For more information, please see the Compensation Report in the [2025 Annual Report](#).

Implementation of human rights

According to our mission and regarding compliance with human rights due diligence obligations – especially the German law (Lieferkettensorgfaltspflichtengesetz [LkSG]) – Bayer named Matthias Berninger as Human Rights Officer. He reports directly to the CEO.

Measuring progress

To measure progress in the attainment of our Group targets, we have defined key sustainability data that makes our performance transparent. Our "sustainability cockpit" brings together key data in one place and facilitates decision-making by the management. The data is compiled in the countries and centrally validated. We have thus established a reliable due diligence process for our sustainability targets.

Sustainability Council

We need a large network to realize our objectives. We have therefore intensified our cooperation with social organizations in order to understand different perspectives and jointly achieve a greater impact. In 2020, we convened a Sustainability Council composed of independent international experts. This body brings together expertise and experience in the areas of biodiversity, digitalization, health systems, the food and agriculture industries, fair trade strategies, women's rights, sustainable technologies, sustainable finance and transformation strategies. The nine-member body advises Bayer, oversees the implementation of the sustainability strategy and reports transparently each year on its work and recommendations, as well as our progress.

Bioethics Council

Given the pace at which science is evolving and the challenging ethical questions associated with the possibilities created by these innovations, we established the Bayer Bioethics Council in summer 2022. This external advisory body consists of independent experts who bring in a societal perspective that helps Bayer to identify the relevant bioethical questions and to develop answers.

Stakeholder dialogue

Bayer also seeks and maintains dialogue with stakeholders at various levels beyond the Sustainability Council. Of particular importance is contact with those who publicly evaluate Bayer with respect to sustainability aspects, especially including nongovernmental organizations and sustainability-oriented rating agencies. We take all criticism seriously and regard it as an incentive to improve.

ESG Rating Results Improved in Recent Years

For many stakeholders, it is difficult to decide whether a company can be seen or classified as “sustainable.” For decades, the environmental, social and governance (ESG) rating agencies have therefore been focusing on exactly this

question: using comprehensive and proprietary methodologies, they assess multiple indicators, especially in relation to sustainability topics, and measure a company’s respective

risk exposure as well as its performance in terms of how these sustainability risks are being managed.

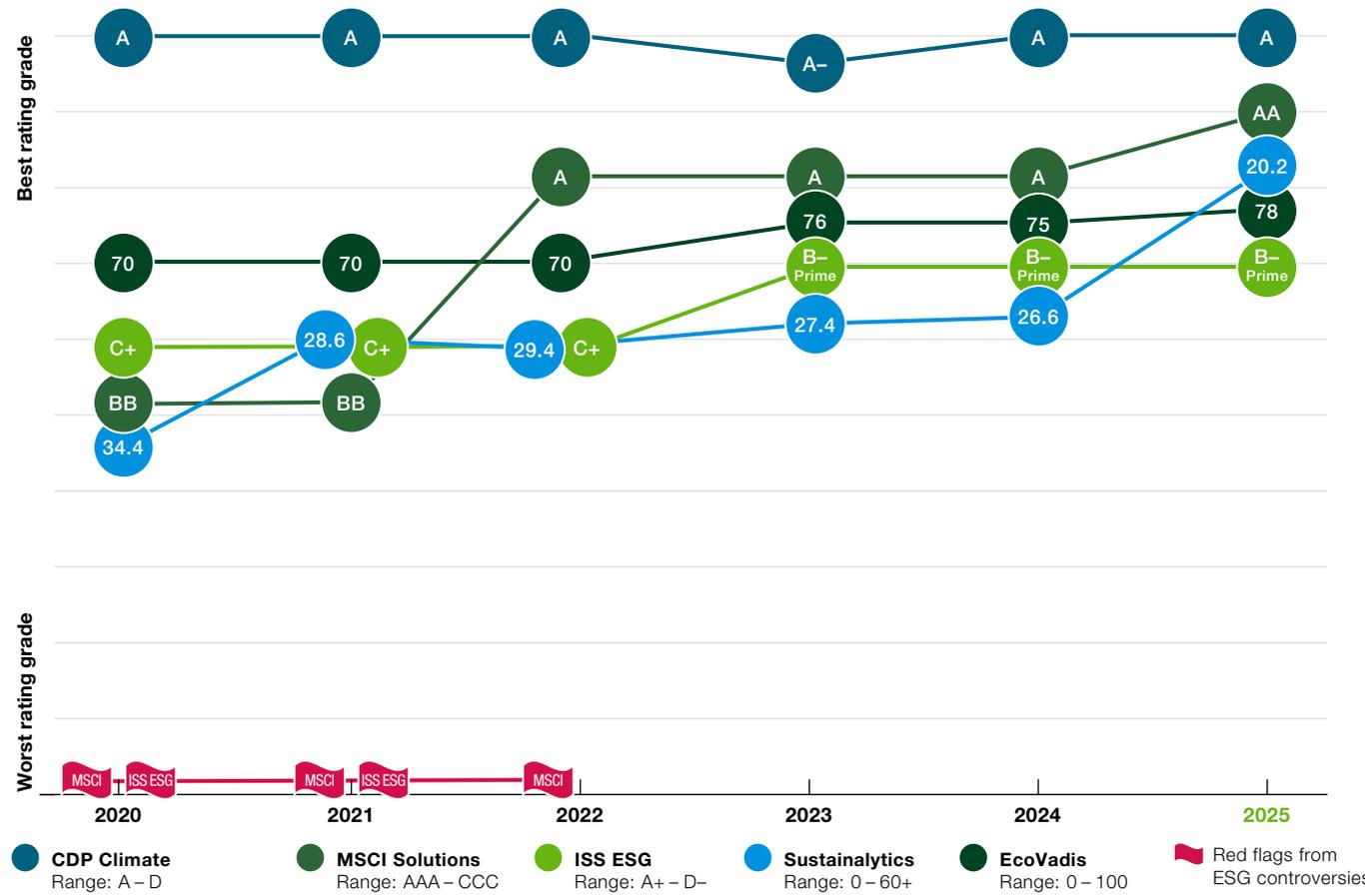
The results published by these ESG rating agencies are commonly referred to as “ESG ratings.” Listed companies such as Bayer are assessed by multiple ESG rating agencies, which often publish heterogeneous results. In addition, we also undergo an assessment by EcoVadis, which analyzes our sustainability performance as a supplier.

Bayer maintains close interaction with leading ESG rating agencies to achieve a fair and transparent assessment of our company. We carefully listen to their requirements and adjust our sustainability management practices and our sustainability reporting accordingly. We have achieved significant progress in recent years and continue working to further improve our scorings. In 2025, Bayer received an upgraded “AA” ESG rating from MSCI Solutions. Sustainalytics also has removed the “severe risk” that they had assigned to us. These upgrades represent a significant milestone for us as we are now positioned with the best ESG rating profile in our company history across various ESG rating agencies, including MSCI Solutions, ISS ESG, and Sustainalytics.

These results place Bayer on par with, or even ahead of our key competitors in both the agrochemical and pharmaceutical sectors. This achievement reflects our commitment to sustainability and responsible business practices. For us, the progress made up until today is also a very strong signal of the relevance and the acknowledgement of Bayer’s sustainability strategy towards investors’ and bondholders’ investment decisions.

For further details, please refer to our [website](#).

ESG Rating Results



Interview

COP 30: Driving Sustainability Impact – it's time to choose solutions over admiring the problem

Bayer maintains a close dialogue with stakeholders and investors. Why was participation in COP 30 important and what are the next steps?

Mathisen: This was my fourth time at COP and my first time joining in events with Bayer, which made it even more special. I lead a foundation focused on healing our ocean, so COP 30 represented a key opportunity to further boost awareness and collaboration on positive ocean action. Brazil has one of the largest ocean territories, which is home to some of the world's most important biodiversity. Thus, it was a wonderful place to jointly focus on sustainability on both land and water.

Berninger: Participation in COP 30 was crucial for Bayer as it underscored our commitment to addressing climate change and contributing to the UN Sustainable Development Goals (SDGs). Engaging in this global dialogue each year allows us to engage and collaborate with key stakeholders from various sectors, including government, business and civil society. Partnerships have proven to be the best option to create positive, significant impact on climate change-related topics. COP 30 offered a vital platform for advancing these discussions and driving concrete actions, especially given that we were in the middle of the rainforest in Brazil, which has demonstrated how agriculture can expand sustainably while protecting natural resources, with one of the cleanest energy mixes in the world.

Kimberly, with your work, you concentrate on filling the ocean data gaps. Why is the availability of ocean data important for protecting our climate?

Mathisen: The ocean is arguably the most important ecosystem on earth, and it remains largely unmapped and under

immense pressure from human activity. That's why we tackle the challenges of unlocking more data on our ocean. With more data and transparency comes an ability for all sectors to make better decisions to take pressure off the ocean. While in Brazil, we launched a pledge where several large energy companies committed to openly share valuable data from their ocean-based operations. That's vital data like temperature, salinity, biodiversity presence, from humpback whales to phytoplankton, and habitat conditions, including coral reefs and seamounts. Through collaborating with the government and their institutions and actors across society, we aim to bring more insights into their marine protection and use decisions and actions.

What specific achievements and insights has Bayer taken away from COP 30, and how will the company implement these in future strategies?

Berninger: At COP 30, we made significant strides, including the signing of a Letter of Intent with Honduras and Suriname, in partnership with Deutsche Bank and Siemens. This agreement enables the private sector to acquire sovereign carbon credits directly from rainforest countries, which will aid in their conservation. We also became a member of the Sustainable Aviation Buyers Alliance (SABA) to foster the adoption of sustainable fuels and support innovative technologies. In addition, our PRO Carbono program has reached more than 2.5 million hectares, and the insights gained from this initiative will be used to further expand it, thereby supporting farmers in adopting sustainable practices. We have also highlighted innovative solutions such as the short-stature corn Preceon™ and our direct-seeded rice (DSR), both of which help farmers produce more with less and thereby contribute to making agriculture more sustainable. On the mitigation side, we are diligently working to reduce emissions across our entire value chain. By leveraging both our mitigation and adaptation actions, we ensure that climate ambition translates into real-world impact. Only by advancing these two dimensions together can we stay on track to achieve our long-term goal of reaching net-zero emissions by 2050 or sooner.



How did Casa Bayer promote engagement with various stakeholders during COP 30?

Mathisen: Casa Bayer was a venue that I found inspiring in so many ways! It is a 100-year-old building normally used by a local NGO as a social education facility. Bayer significantly restored the building and will support the efforts of the NGO for a full year. During COP 30, Casa Bayer was used to facilitate engagement with various stakeholders by hosting a significant number of events and meetings. These events brought together diverse groups, including government officials, businesses, NGOs, and civil society, thereby allowing for meaningful discussions and the sharing of insights, ensuring that all voices were heard in addressing the challenges of climate change including government officials, businesses, NGOs, and civil society. Bayer's approach was exemplary, in my view, as this extensively restored venue will continue to serve as a platform for good for the community going forward.

Berninger: We also collaborated with 15 partnering institutions. This collaboration enhances our ability to foster partnerships and create a dynamic platform where stakeholders can work together to develop innovative solutions for sustainable practices and climate action. After the conference, the building was returned to the citizens of Belém, further emphasizing Bayer's long-standing commitment to the community and its health and prosperity.



*Performance
Report*

2025

1. The Company

The Bayer Group comprises 272 consolidated companies in approximately 80 countries throughout the world and employs 89,237 people. Its headquarter is in Leverkusen, Germany. Sales at the Bayer Group in 2025 amounted to €47.8 billion.

1.1 Corporate Profile

We are a life science company and a global leader in health and nutrition. Our innovative products support efforts to overcome the major challenges presented by a growing and aging global population. Our work helps prevent, alleviate and treat diseases, empowers people to take better care of their own health needs, and also plays a part in ensuring that enough agricultural products are produced while respecting our planet's natural resources. Our activities are systematically guided by our mission: "Health for all, Hunger for none."

We aim to continuously enhance our company's earning power and create value for patients, farmers, consumers, shareholders, employees and society. Innovation, growth and sustainability are integral parts of our strategy.

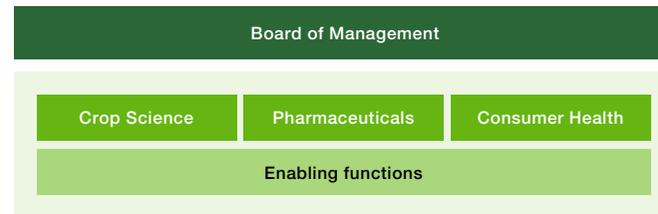
In our [Sustainability Statement in the Annual Report 2025](#) we report on our strategy, business model and value chain [SBM-1].

1.2 Corporate Structure

Corporate structure as of December 31, 2025

As the parent company of the Bayer Group, Bayer AG – represented by its Board of Management – performs the principal management functions for the entire enterprise.

Structure of the Bayer Group



This mainly comprises the Group's strategic alignment, resource allocation and the management of financial affairs and managerial staff, along with the management of the Group-wide operational business of the Crop Science, Pharmaceuticals and Consumer Health divisions. The enabling functions support the operational business.

Our divisions are active in the following areas:

Crop Science

Crop Science is the world's leading agriculture enterprise by sales, with businesses in crop protection, seeds and traits. We offer a broad portfolio of high-value seeds, improved plant traits, innovative chemical and biological crop protection products, digital solutions and extensive customer service for sustainable agriculture. We market these products primarily via wholesalers and retailers or directly to farmers. Most of our crop protection products are manufactured at our own production sites. Numerous decentralized formulation and filling sites enable the division to respond quickly to the needs of local markets. The breeding, propagation, production and/or processing of seeds, including seed dressing, take place at locations close to our customers, either at our own facilities or under contract.

Pharmaceuticals

Pharmaceuticals concentrate on prescription products, especially for cardiology and women's healthcare, and on specialty therapeutics focused on the areas of oncology, hematology, ophthalmology and, in the medium term, cell and gene therapy. In the area of cell and gene therapy, we operate a strategic unit spanning the entire value chain from research and development to marketing and patients. The division also comprises the radiology business, which markets diagnostic imaging equipment and digital solutions together with the necessary contrast agents. Our portfolio includes a range of key products that are among the world's leading pharmaceuticals for their indications by sales, for example in the areas of cardiology, women's healthcare, ophthalmology and radiology. The division's prescription products are primarily distributed through wholesalers, pharmacies and hospitals.

Consumer Health

Consumer Health is a world-leading supplier of nonprescription (OTC = over-the-counter) medicines for self-medication and self-care in terms of sales. Our portfolio comprises the categories nutritional supplements, allergy, cough & cold, dermatology, pain and cardiovascular risk prevention, and digestive health. The products are generally sold by pharmacies and pharmacy chains, supermarkets, online retailers and other large and small retailers.

Enabling Functions

The Enabling Functions, such as Public Affairs, Sustainability & Safety (PASS); Finance; Human Resources and Information Technology, serve as Group-wide competence centers and bundle business support processes and services for the divisions. Our [Leaps by Bayer](#) unit, which invests in disruptive innovations, also forms part of the Enabling Functions.

For more information on the divisions' products and activities and the distribution of sales across the divisions and our global sites, please see our [2025 Annual Report](#).

1.3 Value Added

By delivering innovative products and solutions, Bayer creates value for its stakeholders at all stages of the value chain. We operate production sites worldwide, invest in research and development, work with international and local suppliers, and contribute to the economic development of our target markets. As an employer, we provide jobs in industrialized, emerging and developing economies and therefore create purchasing power through the salaries we pay. We contribute to public finances and thus support public infrastructure through the payment of taxes and other levies.

The value-added calculation shows the direct financial value we generate for our stakeholders with our commercial operations. We define value added as the company's total operating performance in the previous fiscal year (net sales + other operating income + financial income + net income/loss from investments accounted for using the equity method) less the costs of procured and consumed goods and services, depreciation, amortization, impairment losses and impairment loss reversals.

Our total operating performance amounted to €47.8 billion in 2025. The cost of materials and other expenses totaled €34.3 billion. We recorded depreciation, amortization, impairment losses and impairment loss reversals of €2.8 billion. We posted a value added of €10.7 billion in 2025.

In 2025, the value added we generated enabled us to make the following financial contributions to our stakeholders: employees €11.7 billion, taxes €1.2 billion, providers of equity and debt €1.9 billion and stockholders €0.1 billion (Bayer AG dividend proposal for 2025).

2. Corporate Governance

Bayer is committed to responsible corporate governance. By adhering to laws, safeguarding values and strengthening our reputation, we aim to secure our company's long-term success and to foster a high level of trust among all stakeholders. Our endeavors in this regard are further supported by our increased integration of sustainability aspects into all processes and at all levels of the company.

In our [Sustainability Statement in the Annual Report 2025](#) we report on G1 Governance.

2.1 Corporate Governance Practices and Principles

Bayer AG is subject to German stock corporation law and therefore has a dual governance system consisting of the Board of Management and the Supervisory Board. The Board of Management manages the company based on a strategy that is geared toward its long-term success. The Supervisory Board oversees and monitors the Board of Management. The Supervisory Board has its own ESG Committee, comprising the Chairman of the Supervisory Board and seven further members of the Supervisory Board. This focuses on Bayer's sustainable governance and business activities in the areas of environment, social and governance (ESG) within the scope of responsibility of the Supervisory Board.

Corporate governance practices that go beyond the legal requirements are derived from our mission and our common values, which form the basis for a respectful working relationship among our employees and with our external partners. Compliance with responsible practices at every stage of the value chain is crucial in corporate governance. The main guidelines are summarized in our [Code of Conduct](#) and

[Supplier Code of Conduct](#), addressing topics such as human rights, compliance and fairness and respect at work. In addition, Bayer has established compliance management and risk management systems.

In our [Annual Report](#), we report in detail on the main elements of the Bayer Group's corporate governance structures and conformity with the recommendations of the German Corporate Governance Code, relevant corporate governance practices, the composition and procedures of the Board of Management, the Supervisory Board and their committees, and also on compensation in the Compensation Report along with the objectives to be defined and the underlying concepts.

Planning and steering

The Board of Management uses defined, primarily nonfinancial targets and key performance indicators to steer the company's alignment toward increased sustainability. These are integrated into the Bayer Group's planning and steering process as management and key performance indicators.

Our Group-wide sustainability targets are integrated into the compensation system for the Board of Management. In so doing, we aim to continuously increase value for stockholders and other stakeholders and ensure the continuity of our company for the long term. Quantitative targets derived from the sustainability strategy are integrated into the long-term variable compensation (LTI) of the Board of Management and LTI-entitled managerial employees with a weighting of 20%. For more information, please see the [2025 Annual Report/Compensation Report](#) (Chapter C). For details of the financial indicators we employ to plan, steer and monitor the development of our business, please see chapter 1.2.2 Management Systems of the [2025 Annual Report](#).

What we are committed to: Our Code of Conduct

The [Code of Conduct](#) describes the principles of which conduct to follow in Bayer's business activities. It defines how Bayer employees work together with colleagues and external partners. The Code of Conduct serves as a compass for maintaining integrity. It helps employees to make well-founded decisions, to focus on the essentials and to strengthen the identity of the company. It is available to all employees worldwide in 20 languages, and a web-based training, which was assigned to Bayer employees in 2024, supports compliance with the set of rules.

Next to the Code of Conduct, additional binding policies and procedures (also referred to as "Group Regulations"), which apply to Bayer employees depending on their individual job responsibilities, foster behavior in accordance with laws and internal regulations. Bayer facilitates the implementation of these Group Regulations through training and/or target-group specific communication.

Both the Code of Conduct and the following policies are subject to a formal enactment process by the respective legal representative (i.e. managing director or board) in the individual Group companies. This enactment is centrally documented and monitored:

- // Legal, Compliance and Insurance Policy
- // Human Rights Policy
- // Digital Policy
- // Group Finance Policy
- // HSE Management & HSE Key Requirements Policy

Risk management

Risk management is an integral part of corporate management at Bayer. We regard risks as negative deviations from projected or target values for potential future developments. We augment our risk definition process by also considering any potential adverse effects that our business operations could have on people and/or the environment.

We have implemented an integrated risk management system designed to ensure the continued existence and future target attainment of the Group through the early identification, assessment and treatment of risks. Our risk management system is oriented toward internationally recognized standards and principles such as the ISO 31000 standard of the International Organization for Standardization and is defined and implemented with the help of Group Regulations.

The Board of Management of Bayer AG holds overall responsibility for an effective risk management system. It examines the appropriateness and effectiveness of the risk management system at least once a year, as does the Supervisory Board's Audit Committee.

Examples of such risk control measures can also be found in this Impact Report in the descriptions of how various sustainability issues are managed.

For detailed information on the basic elements of the risk management system, including the risk management process, and details on our risk status, please see chapter 3.2 Opportunity and Risk Report of the [2025 Annual Report](#).

Material legal risks are described in the [2025 Annual Report](#) under Note [30] to B Consolidated Financial Statements (Legal Risks). The legal proceedings outlined there are those currently considered to involve material risks and do not represent an exhaustive list.

2.2 Compliance

In our [Sustainability Statement in the Annual Report 2025](#) we report on G1 Governance.

Trust serves as the foundation for our business activities and is crucial to our success. It requires a daily commitment to building awareness and complying with laws, regulations and ethical principles. Integrity is central to our company culture and guides our actions. We do not tolerate illegal or unethical actions. Any violations will be investigated and resolved fairly and consistently.

Our [Code of Conduct](#) serves as a guideline to keep us on the right track and in full compliance with all applicable legal requirements. It is complemented by the Legal, Compliance and Insurance Policy, which provides a concise overview of relevant legal and compliance topics guiding our business operations. This approach provides clarity, transparency and a comprehensive understanding of our integrity and operational standards.

Bayer compliance management

Bayer is committed to maintaining the highest standards of integrity and ethical behavior throughout its operations. The foundation of our Compliance Management System (CMS) is the adherence to our Code of Conduct.

Bayer's Compliance Management System is a vital component of our corporate governance framework. Through rigorous audits, stakeholder engagement and a commitment to continuous improvement, we strive to uphold our ethical standards and comply with all relevant laws and regulations. Our proactive approach to compliance not only mitigates risks but also reinforces our reputation as a responsible and trustworthy organization.

The Board of Management is unreservedly committed to compliance. Bayer will forgo any business transaction that would violate the Code of Conduct approved by the Board of Management and observed throughout the Bayer Group. The Code of Conduct sets the standard for:

- // How we interact with customers, patients and consumers
- // How we work together
- // How we engage with stakeholders

It contains, in particular but not exclusively, binding specifications on the following topics: Competition Law, Anticorruption, Fraud/Theft, Anti-Money Laundering, Export Control/Economic Sanctions/International Trade and Customs Compliance, Insider Trading, Intellectual Property, Data Privacy, Fairness and Respect at Work, Conflicts of Interest, Environmental Protection and Human Rights.

All employees are required to observe the Code of Conduct and immediately report any activity or behavior that could constitute a material compliance violation.

Depending on the severity of the compliance violation, an infringement can have disciplinary, civil or criminal consequences for the employees in question. Proven misconduct can also have an impact on compensation. Failure to report, properly investigate or remedy a suspected material compliance violation can result in serious consequences, including employment consequences, criminal sanctions for the company and liability for individual employees, as well as fines and reputational damage.

Bayer's Compliance Management System (CMS) is evaluated quarterly based upon the criteria of the IdW PS 980, an auditing standard (DE: Prüfungsstandard = PS) developed by the Institute of Public Auditors in Germany (DE: Institut der Wirtschaftsprüfer in Deutschland e.V. = IDW) regarding the appropriateness and effectiveness of a CMS. In addition, Bayer's CMS is regularly subject to internal audits.

The global CMS is steered by a central compliance organization within the Bayer Group. This organization is headed by our General Counsel in their role as Group Compliance Officer, who, in this function, reports directly to the Chief Financial Officer (CFO) and to the Supervisory Board's Audit Committee. The CFO is responsible for the compliance organization, while the Audit Committee oversees the effectiveness and further development of compliance within the Group. Within the compliance organization, specialized compliance managers are responsible for establishing specific standards.

Potential compliance risks (such as corruption, competition law or data privacy infringements) are identified together with the operational units to ensure systematic and preventive detection and assessment of risks. Potential risks are then entered into global databases that we use to develop suitable measures for specific processes, business activities or countries, for example. In particular, we conduct a third-party due diligence assessment, including the [Corruption Perceptions Index](#) of Transparency International, to systematically classify and assess corruption risks with business partners.

Compliance audits

Bayer's Internal Audit team plays a critical role in evaluating compliance with the Code of Conduct and all applicable laws. Audits are conducted regularly and are designed to assess the effectiveness of our compliance measures. The planning of these audits is guided by a function- and risk-based approach, which incorporates various factors, including the Corruption Perceptions Index published by Transparency International. This ensures that our audit processes are aligned with global best practices and focus on areas of higher risk.

Bayer's audit teams are organized along the high-risk functions within the company, ensuring targeted and effective oversight:

- // Sales, Marketing and Distribution: This team focuses on auditing practices related to sales and marketing strategies, ensuring compliance with internal policies and external regulations, including ethical marketing practices.
- // IT: Responsible for assessing compliance within our information technology systems, this team evaluates data security, privacy measures and adherence to relevant IT regulations.
- // Research & Development, Production and Technology: This team conducts audits related to our R&D processes, production practices and technological advancements, ensuring compliance with industry standards and regulations.
- // Administrative Functions and Compliance Matters: This team handles audits pertaining to administrative functions including Finance, Accounting, Human Resources and Procurement and broader compliance issues, ensuring that all operations align with our ethical standards and legal requirements.

All audits performed by these teams include comprehensive reviews of compliance with both internal and external regulations, as well as compliance with ethical standards (e.g., in marketing) outlined in Bayer's Code of Conduct. This structured approach allows Bayer to maintain a robust compliance framework across all critical business functions. Larger business areas are subject to audits at shorter intervals to ensure ongoing compliance and to address any emerging risks promptly. Conversely, smaller units are audited at longer intervals, allowing for a balanced allocation of resources while still maintaining oversight.

In 2025, Bayer compiled a total of 78 audit reports. Among these reports, eight have been conducted with a specific focus on Compliance topics:

- // Preventive Compliance Program Audits: three reports focused on evaluating our proactive compliance measures.
- // Incident-Related Compliance Investigations: five reports were dedicated to investigating specific compliance incidents, demonstrating our commitment to addressing issues as they arise.

The results of these audits are communicated to the Audit Committee by the heads of the Internal Audit and Compliance Organization. Regular reporting ensures that the Audit Committee remains informed about compliance risks and the effectiveness of our compliance strategies.

Handling of suspected and actual compliance violations

All Bayer Group employees are obligated to report material compliance violations. The principles for dealing with compliance incidents are described in the Group Regulations on Legal, Compliance and Insurance, and Management of Compliance Incidents, which establish the respective roles and responsibilities and explain the handling of suspected and actual compliance violations.

Whistleblowers can report suspected compliance violations – anonymously if desired and if permitted by respective national law – to a global [Speak Up Channel](#) operated by an independent service provider. Every effort will be made to protect confidential information relating to a reported incident, and communication will be limited to a need-to-know basis only. Reports can be made by anyone either via webpage, Speak Up app, email to our Compliance department through [Speak Up Inbox](#), as well as through a phone call made in the caller's preferred language. The channel is also accessible to the general public. In 2025, the compliance organization received a total of 1,242 reports across all intake channels, with 96 reports coming from Germany and 1,146 from other

countries. The increase in 2025 compared to 2024 (570 reports) is mainly attributable to a change in reporting scope, as 2025 includes all intake sources, whereas the 2024 figure covered only Speak Up Channel submissions.

Overall, 18% of suspected violations reported to our intake channels were not compliance-relevant, while 82% were processed by way of a compliance investigation. Alternatively, suspected violations may be reported to a manager; Human Resources; Law, Patents & Compliance; employee representatives; Internal Audit; or Corporate Security. Furthermore, suspected compliance violations are recorded and processed within the monitoring activities conducted by the compliance function.

Upon internal evaluation, a total of 929 suspected compliance violations were recorded in 2025. An actual compliance violation was confirmed and closed in 63% (as of December 31, 2025, subject to changes due to ongoing investigations) of the compliance-relevant investigations. Compliance violations include infringements of internal and external requirements and are systematically sanctioned. The action taken depends on factors including the severity of the violation and applicable law. All cases are recorded according to uniform criteria throughout the Bayer Group and dealt with under the rules set forth in the Group Regulations on Legal, Compliance and Insurance, and Management of Compliance Incidents. Where an investigation confirms that a compliance violation has occurred, the company has a graduated set of measures at its disposal. These include a verbal warning or written reprimand, transfer to a different unit, cancellation of a planned promotion, a reduction in the short-term incentive payment, downgrading to a lower collectively agreed pay rate or managerial contract level, and ordinary or extraordinary termination. Bayer also reserves the right to assert further claims against the employee for cost reimbursement or damages and/or to initiate criminal proceedings.

In the last four years, the following selected categories of compliance violations were confirmed and closed:

Selected Categories of Confirmed & Closed Compliance Violations

	Number of incidents 2022 ¹	Number of incidents 2023 ¹	Number of incidents 2024 ¹	Number of incidents 2025 ¹
Data Leakage Prevention/IT Security	333	275	121	142
Code Compliance	109	120	35	48
Fairness/Respect at Work ²	84	88	32	28
Fraud, Theft, Other Property Violations	97	67	16	26
Conflicts of Interest	37	58	20	22

¹ As of December 31, 2025, subject to changes due to ongoing investigations

² Incl. discrimination and harassment

The company ensures that no employees are disadvantaged or exposed to retaliatory measures because they reported a suspected compliance violation in good faith. If it is determined that an employee is responsible for disadvantaging or retaliating against another employee due to the reporting in good faith of a suspected compliance violation, appropriate steps are taken against the employee responsible according to the aforementioned catalogue of measures.

Compliance training and communications activities

We support all employees in acting with integrity and proactively avoiding potential violations by implementing Bayer-wide training measures and communication campaigns that are tailored to target groups and based on identified needs. The Code of Conduct forms the foundation for our compliance communication and training activities. Both supervisors and compliance managers are available to answer employees' questions about lawful behavior.

Training measures on anti-corruption, the importance of openly expressing concerns (Speak Up), antitrust law, conflicts of interest, fairness and respect at work, foreign trade

law compliance, price reporting, product-related communication and data privacy are fundamental elements of our compliance management system.

Each year, the company assigns obligatory training courses for all Bayer employees, including part-time, to ensure compliance and adherence to ethical standards. We launched a new web-based training program dealing with the topic of anti-trust, in addition to the training on data privacy that has been assigned in November 2025. A total of 91% (35,165) Bayer's managerial employees worldwide completed at least one compliance training program. The web-based training course on the Code of Conduct that has been assigned in November 2024 has been completed by around 97% of our employees as of December 31, 2025. The training course is available in 15 languages.

Our annual, companywide Speak Up campaign aims to foster an open reporting culture and communicates various options for reporting compliance violations. This is designed to create an environment in which compliance violations can be addressed without reservations.

We successfully held a global Integrity Week featuring a video message from our CEO, Bill Anderson, emphasizing the importance of integrity. The initiative included multilingual training courses, such as interactive compliance and integrity games. Its goal was to raise awareness of ethical behavior and further embed these principles deeply into our corporate culture.

Our Code of Conduct emphasizes Bayer's commitment to using artificial intelligence (AI) responsibly. The company launched a new web-based training course on Responsible Use of AI in February 2025. This obligatory training has been assigned to Bayer employees to provide an overview of AI and its responsible use. The training course is available in nine languages and has been completed by around 95% of our employees. The training explains how AI works and how

it can be used within Bayer; also, it raises awareness of potential risks and legal implications.

Data privacy

Data is very important in today's world. It is often accessible worldwide, and its financial value is growing. As a result, people have an increasing interest in their data remaining secure. Bayer is committed to protecting the personal data of all its stakeholders, be they employees, business partners, stockholders, suppliers or customers. Fulfilling this commitment is an important business principle and a central condition for the company's success.

Since there is no globally binding data privacy law, legislation varies widely from country to country. To establish a standard for all countries in which Bayer operates, a Group-wide approach is required. This is the only way to protect personal data sufficiently while at the same time facilitating efficient business processes.

The Code of Conduct and the Legal, Compliance and Insurance Policy approved by the Board of Management set out minimum requirements for the way personal data is processed throughout the Bayer Group. Bayer strives to protect people's privacy and prevent their data from being misused. We are aware of the potential harm caused by unlawful data processing and have established a standard to minimize this risk.

The data privacy management system addresses risk situations that are relevant to the company's business. The system covers the entire data life cycle from collection through transfer, analysis and storage to deletion. The core elements of the data privacy management system – the maintenance of a processing registry, the management of data privacy incidents, requests from data subjects and risk mitigation – are mandatory. Training and guidance, along with system-based monitoring, ensure the regulations are adhered to. The training covers the fundamentals of data privacy, the

principles and life cycle of personal data processing, the rights of data subjects and the appropriate conduct in the event of a data privacy incident. Harmonized documentation of the data privacy activities (management of the register of processing activities, data privacy impact assessments, incidents, data subject requests and interactions with authorities) enables an understanding of the degree of data privacy maturity and the monitoring of quality by management and the (local) legal departments.

With our Data Privacy Day in January 2025, we underscored our commitment to data privacy by offering interactive onsite awareness campaigns on data privacy basics for the Bayer employees.

Marketing compliance and the validity of recognized standards

We do not tolerate any improper exertion of influence on our business partners. As part of our compliance management system, we record and investigate any suspected violation of our responsible marketing principles, irrespective of whether the complaints come from internal or external sources. Marketing activities related to our drug product material and benefits provided to healthcare professionals (HCPs) are closely supervised by our legal department and/or the medical departments.

The most important Group Regulations in this context are the Code of Conduct and the Legal, Compliance and Insurance Policy (e.g. on anti-corruption, competition law, data privacy). These regulations are supplemented by further guidelines which help our employees to ensure compliance across all communication and marketing activities, including the development and usage of promotional articles in accordance with current internal and relevant external legal and ethical standards. Where several regulations are applicable, we comply with the strictest standards. Third parties acting on Bayer's behalf in countries with a high corruption

risk undergo a separate due diligence process that involves criteria related to anti-corruption.

Industry codes for pharmaceutical products and medical devices that have been adopted by major national and international associations and organizations also apply to marketing and distribution at Bayer. In many countries, these standards are further underpinned by local codes – all of which apply to prescription pharmaceuticals and some of which also apply to nonprescription medicines, dietary supplements, medical devices and medicated skincare products.

The codes of the International Federation of Pharmaceutical Manufacturers & Associations (IFPMA) serve as a binding minimum global standard for all of Bayer's human pharmaceutical products in their area of application. In addition, Bayer observes the codes of the European Federation of Pharmaceutical Industries and Associations (EFPIA) in its interaction with healthcare professionals and patient organizations, as well as other regional and national codes. Regarding the advertising of human pharmaceutical products, Bayer complies with the regulations set out in the IFPMA Code of Practice as the minimum global standard, along with those set forth in regional and national codes.

The aforementioned codes contain provisions governing, among other matters, advertising materials, the distribution of samples, cooperation with members of specialist groups in connection with speaker and consultancy contracts, and scientific studies. These activities are closely supervised by our legal department and/or the medical department. Bayer observes the applicable transparency rules (e.g. the Physician Payments Sunshine Act in the United States) and participates in voluntary programs such as the EFPIA Disclosure Code. In accordance with the EFPIA Disclosure Code, Bayer discloses benefits in kind to medical specialists and health organizations in connection with the development and marketing of prescription (and, where legally required, nonprescription) medicines. Bayer is convinced that better results

can be achieved for patients through cooperation with, and the continuous training of, medical specialists. Total spending in Europe subject to disclosure according to the EFPIA Disclosure Code and numerous local codes and/or legislation amounted to €206 million in 2024. These expenditures are published on a country-by-country basis on a [global disclosure site](#) of Bayer and/or reported to the respective local authorities.

Bayer is dedicated to ensuring that its marketing practices adhere to the highest standards of compliance and ethical conduct. Our commitment to marketing compliance is reflected in our robust internal audit processes, which are designed to verify conformity with both internal compliance rules and external regulations. Internal Audit plays a crucial role in monitoring and assessing compliance within the marketing departments across our divisions and country organizations. Regular audits are conducted to ensure that our marketing practices comply with local pharmaceutical codes, as well as antitrust and anti-corruption regulations. This comprehensive approach helps to maintain the integrity of our marketing activities and fosters trust among our stakeholders.

Bayer's commitment to marketing compliance is integral to our corporate governance and ethical standards. Through rigorous internal audits and adherence to regulatory requirements, we strive to ensure that our marketing practices are transparent, responsible, and aligned with our values. By fostering a culture of compliance and employing a function- and risk-based audit approach, we not only protect our reputation but also contribute in particular to the sustainability of the pharmaceutical industry as a whole.

The audit program for Sales/Marketing Organizations covers among others the following key areas:

// **Compliance with Local Codes:** Audits assess adherence to the specific regulations governing marketing in

each country where Bayer operates, ensuring that all promotional activities are conducted ethically and legally.

// **Antitrust Regulations:** The audit process includes evaluations of marketing practices to ensure compliance with antitrust laws, preventing anti-competitive behavior and promoting fair market practices.

// **Anti-Corruption Rules:** Audits also focus on compliance with anti-corruption regulations, ensuring that marketing activities do not involve unethical practices or bribery.

The Sales/Marketing Organizations to be audited in the annual audit plan are identified via Bayer's Function and Risk-Based Audit Planning approach.

Bayer's audit planning is grounded in a function- and risk-based approach. This methodology allows us to prioritize audits based on the specific functions within the organization and the associated risks. Key elements of this approach include:

// **Function-Based Focus:** Our audit teams are organized according to high-risk functions within Bayer, such as IT, Research & Development, Sales, Marketing, and Distribution and Administration functions including Finance, Accounting, Human Resources and Procurement. This structure enables us to tailor audits to the unique compliance needs and challenges of each function, ensuring a thorough evaluation of marketing practices.

// **Risk Assessment:** The planning process incorporates a comprehensive risk assessment that identifies areas of heightened risk within marketing operations. By evaluating factors such as regulatory changes, market dynamics and historical compliance issues, we can allocate resources effectively and focus our audits on the areas that present the greatest risk to the organization.

// **Dynamic Audit Cycle:** The function- and risk-based approach allows for a dynamic audit cycle that adapts to emerging risks and changes in the regulatory landscape. This flexibility ensures that our audit processes remain

relevant and effective in addressing current compliance challenges.

The audit plan is developed in collaboration with the Board of Management and the Supervisory Board, ensuring that it aligns with Bayer's strategic objectives and compliance priorities. Both bodies review and approve the audit plan, reinforcing the importance of marketing compliance at the highest levels of the organization.

In line with the principles of sustainable development and the responsible use of crop protection products and seeds, Crop Science follows the procedure on [Product Stewardship – Commitment, Principles and Key Requirements](#). This guideline, which also comprises our rules of conduct for responsible marketing, is based on the International Code of Conduct on Pesticide Management issued by the Food and Agriculture Organization (FAO) of the United Nations and the International Code of Conduct on Plant Biotechnology issued by CropLife International.

Relevant training measures on product-related communication, antitrust law, data privacy and anti-corruption are fundamental elements for marketing compliance. Principles communicated in these training courses provide an overview of globally applicable minimum requirements for cooperation with key stakeholders, including in particular but not limited to those in the healthcare industry, such as physicians, hospitals or patient organizations. In addition to explaining general compliance principles, the anti-corruption courses provide specific advice on approaches to nonreciprocal benefits and the exchange of services with healthcare professionals. The country organizations or, in some cases, the legal department are primarily responsible for implementing these training measures. Employees with customer contact and/or business responsibility undergo special training focusing on anti-corruption, e.g. covering local pharmaceutical codes and their rules for cooperation with healthcare professionals.

Lobbying

Bayer is committed to transparent lobbying. In line with this, our [Code of Conduct for Responsible Lobbying](#) sets out binding rules for our involvement in political matters, covers compliance-relevant risks and creates transparency in our interactions with representatives of political institutions. Transparency in political advocacy is fundamental to establishing trust with the public and policymakers. When conducted in a secretive or opaque manner, political advocacy can result in controversy or conflict. Transparent lobbying, on the other hand, demonstrates the integrity with which we want to run our business and upholds our commitment to collaborative, honest relationships with policymakers and society. For a number of years now, Bayer has published information about our lobbying activities, including associated expenditures, on local transparency registries, on our website and in the sustainability-related reporting we publish annually. In addition, and based on feedback from various stakeholder groups, we have produced a detailed report on our political advocacy work. Please find more information in our [Bayer Political Advocacy Transparency Report](#).

As set out in our Code of Conduct for Responsible Lobbying, Bayer as a company expressly prohibits donations to political parties, politicians or candidates for political office.

However, as political contributions are protected under US law, local company employees can support individual candidates for parliamentary office at the federal level by making private donations through political action committees (PACs). These voluntary donations are made only by employees, not the company. PACs are separate, segregated funds governed by employees and further regulated by the [US Federal Election Commission](#) (FEC) and some state governments.

The decision on how these contributions are allocated is made by an independent committee composed of employees. At BAYERPAC, the name of the corresponding

committee at Bayer, allocation criteria are applied to reflect societal challenges, among other factors. For example, candidates' positions on issues such as climate change and the protection of biodiversity play an important role here. BAYERPAC also supports candidates from both parties but does not support presidential candidates. These donations are subject to stringent conditions and mandatory transparency measures. The BAYERPAC contributions are regularly reported to the [FEC](#). Full details can be viewed on the [FEC website](#). Bayer employees donated a total of US\$366,750 to political candidates at all levels through BAYERPAC in 2025.

In other countries, industry associations of which we are a member (such as the German Chemical Industry Association) sometimes make donations on their own responsibility in compliance with the respective statutory regulations, and particularly laws concerning political parties.

For Bayer, national liaison offices are key touchpoints between the company and political stakeholders. Where required we publish details of material costs, project expenses, employee numbers and any of the other statistics required in each country according to the respective provisions of the domestic transparency register, such as those of the [German Parliament \(Bundestag\)](#), [European institutions](#) and the [US Congress](#). We even go beyond statutory requirements by also publishing data for countries and organizational units where – as yet – there is no legal disclosure requirement in our political advocacy transparency report. In 2025, the costs incurred at the liaison offices totaled approximately €3.5 million in Germany; €6.5 million in the European Union; €20.1 million in the United States; €1.8 million in Brazil; and €2.5 million in China. The cost of political lobbying work at global and international level amounted to €21.6 million across the company and divisions.

2.3 Sustainability Management

Sustainability is one of our strategic focuses, manifesting itself in the consistent alignment of our business activities to make positive contributions for people and the environment. Clearly defined roles and responsibilities ensure effective sustainability management throughout the organization. The initial phase of becoming an impact generator has been successfully completed over the past five years. Additionally, it is noted that the overall perception and support of environmental, social and governance topics, along with significant geopolitical shifts, are influencing sustainability agendas on a global scale. Bayer has also entered a new chapter with the introduction of dynamic shared ownership (DSO). In light of these developments, it is deemed necessary to update the sustainability strategy to maintain a focus on value creation for our customers, investors, and employees, while also preserving trust and upholding the company's reputation.

The top level of responsibility for the sustainability strategy is held by the Chairman of the Board of Management (CEO) in his role as Chief Sustainability Officer (CSO), together with the entire Board of Management. An external [Sustainability Council](#) advises the company with constructive criticism and support in all sustainability matters. In addition, a Human Rights Officer oversees risk management in the area of human rights and informs the Board of Management about his or her work.

In our [Sustainability Statement in the Annual Report 2025](#) we report on our governance in [GOV-1], [GOV-2], [GOV-3], [GOV-4] and [GOV-5].

A separate Supervisory Board committee oversees the areas of environmental protection, social affairs and corporate governance ([ESG Committee](#)) regarding both the integration of sustainability into the business strategy and corporate governance, and sustainability-related opportunities and risks, including possible consequences for the company's reputation.

The Public Affairs, Sustainability & Safety (PASS) Enabling Function helps the CSO and the Board of Management identify risks and opportunities, develop strategies and define targets and guidelines for sustainability management, and also ensures the governance of all sustainability topics. Sustainability management is embedded in the existing management and governance structures as well as in the core processes of the organization. Additionally, the Sustainability Enablement Forum, composed of cross-functional and cross-divisional representatives, facilitates enterprise-wide alignment on key sustainability topics.

Operational implementation takes place in the divisions and along the value chain. Each of our divisions has an established sustainability organization, with sustainability aspects also being integrated into the processes of Enabling Functions such as Internal Audit & Risk Management, Human Resources and Procurement.

Our [Group Regulation on Sustainability](#) defines sustainability's importance at Bayer, the standards to which sustainability is managed and the roles and responsibilities involved.

Wherever required, the CSO and Board of Management are integrated into the decision-making process. Measures under the responsibility of the Supervisory Board also need to be approved by this body.

The attainment of sustainability targets is also integrated as an additional parameter into the long-term variable compensation (LTI) of the LTI-entitled managerial employees, similar to the compensation of the Board of Management.

Our commitment to the [UN Global Compact](#) and the [Responsible Care™](#) initiative of the chemical industry and our involvement in the [World Business Council for Sustainable Development \(WBCSD\)](#) underline our mission as a company that acts sustainably. This is reinforced in our report on compliance with the principles of the [UN Global Compact](#).

Sustainability Council

A major element of our sustainability efforts is the independent [Sustainability Council](#) established in 2020. This council currently comprises eleven internationally recognized experts in human rights, healthcare, nutrition, finance, agriculture and the environment, representing a broad range of views, differing geographical origins and diverse genders. The Sustainability Council advises the company in all matters relating to sustainability, including nature-related topics. One example in 2025 was that our way forward on nature and biodiversity was discussed with the Sustainability Council as we are currently assessing regulatory and voluntary nature-related disclosures and balancing ambition levels. It also evaluates performance and planned activities, and counsels Bayer on how research and development can contribute to sustainability. The contributions of the Sustainability Council inform our strategic planning. The Sustainability Council convenes once a year in person and several times virtually for deliberations and reports annually on the progress of its work. Often, members of the Board of Management also attend these meetings. The Sustainability Council members also collaborate directly with Bayer's experts and teams in dedicated project meetings.

Double materiality analysis

In 2025, we conducted a double materiality assessment in accordance with the ESRS. This assessment was based on extensive experiences and methods from earlier evaluations, such as our double materiality assessment in the previous year, our human rights risk assessment and the climate scenario analysis. In the [Sustainability Statement in the Annual Report 2025](#) we report on our double materiality analysis [SBM-3].

2.4 Stakeholders

As a company, Bayer is a part of society and public life. Ongoing dialogue with our stakeholders is therefore particularly important to us. After all, their expectations and viewpoints affect our public acceptance and thus our commercial success.

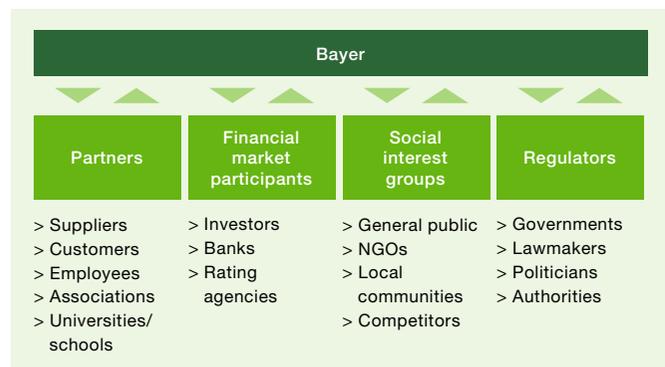
In the [Sustainability Statement in the Annual Report 2025](#) we report on the interests and views of stakeholders [SBM-2].

To ensure that we meet current societal expectations, we introduced the [Bayer Societal Engagement \(BASE\)](#) principles in 2019. The BASE principles establish how we interact worldwide not just with our employees, but also with patients, customers, consumers, business partners, political stakeholders, scientists, critics and our stockholders. In this way, we want to live up to our social responsibility as a sustainably acting and transparent company that is respected for its contribution to progress in healthcare and agriculture. We want to listen, understand, take concerns seriously and engage in respectful dialogue – especially where this is difficult or uncomfortable.

Stakeholder dialogue helps us to recognize important trends and developments in society and our markets at an early stage and take this information into account when shaping our business.

We distinguish between four stakeholder groups with which we engage in discussions on different topics.

Stakeholder Groups



Interactions with a variety of stakeholders

We want to live up to our social responsibility as a transparent company that acts sustainably and is respected for its contribution to progress in healthcare and agriculture. We want to listen, understand, take concerns seriously and engage in respectful dialogue – especially where this is difficult or uncomfortable.

Our regular stakeholder activities range from dialogues at the local, national and international level, and active involvement in committees and specialist workshops, all the way through to comprehensive information programs, issue-related multi-stakeholder events and participation in international initiatives and collaborations. In our Stakeholder Engagement table at the end of this chapter, we provide insight into selected topics relating to our most important stakeholder groups.

In 2025, we engaged in intensive discussions with our stakeholders on numerous sustainability topics, in particular regenerative agriculture, healthcare, nutrition, climate change, biodiversity and water, taxes, political lobbying, poverty

alleviation and family planning. Examples include our contributions to the COP 30 in Belém, Brazil; the World Economic Forum (WEF) Annual Meeting in Davos, Switzerland (Zero Hunger Pledge and the Biodiversity Credit Coalition); our participation in the London Climate Week in the United Kingdom and the Climate Week in New York, United States; the annual OECD Global Forum on Agriculture for an international exchange on agrarian policy with political decision-makers and experts; along with numerous events on the topic of regenerative agriculture. Some of our new engagements include a Memorandum of Understanding (MOU) with the International Organization for Migration (IOM) for the donation of seeds in Africa and Ukraine and an extension of our current MOU with the UNFPA into risks' prevention and assessments.

World Benchmarking Alliance (WBA)

In 2025, the World Benchmarking Alliance launched their comprehensive assessment of the world's 2,000 most influential companies on their contributions to driving global systems change towards a sustainable future, highlighting the urgent need for action on climate, nature and human rights, for example.

Bayer is among the TOP 5% performers in all six benchmarks in which we have been assessed, yielding not only very strong results but also valuable insights into areas where we can learn from industry peers.

Additionally, Bayer ranks first in the World Benchmarking Alliance's Food & Agriculture Benchmark. Of the 350 companies assessed, Bayer achieved a score of 61.2/100. This result underscores the company's commitment to advancing the transformation toward a more sustainable food system.

COP 30

Bayer took part in the UN Climate Conference COP 30 in Belém in Brazil to drive partnerships and advance business-relevant topics such as regenerative agriculture, carbon credits, water, nutrition, the impact of heat on health or biodiversity. Bayer has contributed during COP 30 for example in the following areas:

- // We signed Letters of Intent with the Presidents of Honduras and Suriname for the purchase of carbon credits to support the protection of standing rainforests in those countries. The initiative, led by the Deutsche Bank and in cooperation with the Coalition for Rainforest Nations, is supported by the COP 30 Presidency, and in line with their launch of the Tropical Forest Forever Facility (TFFF), a fund created to preserve tropical forest, supported by 53 countries including Germany. Bayer commits to the protection of the rainforests as they are crucial for climate regulation, biodiversity and human wellbeing in general. They house the majority of Earth's terrestrial species, provide water resources, help protect the soil from erosion and are the source for new medicines.
- // We showcased our PRO Carbono Program – the largest carbon farming program in the region including currently around 3,000 growers in Brazil and Argentina – at the AgriZone of COP 30. For the first time, agriculture had its own space at COP, which was visited by over 24,000 visitors, including 42 foreign delegations, all of whom were interested in learning about our project. In addition, PRO Carbono was recognized by winning one of the main awards for private sector climate solutions granted by the COP Presidency this year. Bayer was also recognized for its work on sustainable fuels. The COP Presidency launched the Belém 4X Pledge on Sustainable Fuels, which will seek to expand the use of sustainable fuels globally at least four times by 2035 from 2024 levels. It has already been endorsed by 23 countries including major biofuels markets such as Brazil, India, Canada, Italy, the Netherlands, Zambia and Kenya.

Bayer's contributions were specifically mentioned as a key non-state actor in the COP 30 Action Agenda Report (page 8, last paragraph on Sustainable Fuels). We also joined the Sustainable Aviation Buyers Alliance (SABA), participated in the high-level meeting organized by the COP 30 Presidency with representatives from governments, private sector and NGOs and organized one of the most relevant roundtable discussions about the topic.

// We supported the renovation of an old building in the city of Belém and used it for high-level engagement with members of governments and other companies for business-critical and sustainability-related topics. "Casa Bayer" allowed us to have our own venue during COP. The team organized 17 events with 15 partnering institutions, including four on the nexus between climate change and health and, for example, the announcement of a new partnership with the UNFPA on disaster readiness.

// Furthermore, Bayer participated in partnering dialogues emphasizing the importance of regenerative agriculture in providing farmers access to sustainable solutions and in driving change alongside similar stakeholders. Bayer supported the [Action agenda publication by CropLife International on Nature positive](#).

// Through multi-stakeholder dialogue and the coalition Bayer formed with organizations such as the World Bank and the Global Economic Forum, we further raised awareness about the challenges faced by smallholder farmers. For example, we conveyed to governmental organizations that smallholder farmers need access to technology and innovations to improve their living conditions.

We have led various live discussions on socially relevant topics on LinkedIn – including in areas where Bayer is viewed critically. These discussions focused on topics such as climate change, biodiversity, water and sustainable economic activity.

Bayer is committed to being a reliable partner that is aware of its societal responsibility toward the communities adjacent to our sites. Hence, we maintain an open dialogue between

local management and community members, particularly at our production sites, which is supported by each site's respective country organization. This dialogue involves personal discussions with residents, citizens' initiatives, local councils and the regional press.

One Young World Summit

Bayer participated in the One Young World Summit in Munich with a delegation of employees from diverse divisions, functions and regions. The team engaged in discussions and workshops on global challenges such as health equity and inclusion. Bayer's ESG Head joined as a panelist to share perspectives on sustainability and access to health, reinforcing Bayer's commitment to "Health for All, Hunger for None." This engagement builds on Bayer's long-standing partnership with One Young World to inspire, build and elevate future leaders and drive positive societal impact.

Advancing accessibility

Bayer and its employee-led Business Resource Group (BRG) ENABLE have pioneered the "Enabling All, Excluding None" framework, a comprehensive approach that weaves together nine interconnected dimensions to create an accessibility ecosystem that benefits all stakeholders and focuses on long-term solutions. Our BRG ENABLE is supported by a Board member and an executive sponsor, and it will continue the enhancement of accessibility in all areas of our business. More than 135 administrative and manufacturing buildings have been evaluated, with further assessments planned for early 2026, and improvements are being implemented to make workspaces even more welcoming.

Further, for responsible Procurement, Bayer has updated its Supplier Code of Conduct (SCoC) to include accessibility requirements so that any stakeholder, including people with disabilities, can make use of and benefit from procured products, spaces or services.

This framework was externally recognized with the [Zero Project Award](#). The Zero Project promotes the UN Convention on the Rights of Persons with Disabilities. The impact of our framework is also noticeable in our Disability:IN Index results, a benchmark that measures the maturity of disability inclusion across hundreds of companies. In 2025, eight eligible countries joined the benchmark with seven earning the distinction of being recognized as a "Best Place to Work for Disability Inclusion."

Bayer joined the United Nations ILO Global Business and Disability Network (GBDN) to advance disability inclusion and to recognize its connection to business success. GBDN brings together multinational companies and national organizations focused on disability inclusion.

Stakeholder engagement in the divisions

We engage in everyday dialogue with our customers. Our divisions navigate different regulatory frameworks. For example, direct contact between Pharmaceuticals or Consumer Health and the respective customer environment, and especially patients, is regulated in different ways for each division. With regard to the collection of customer satisfaction data, different legal requirements apply to prescription medicines from Pharmaceuticals than apply to nonprescription medicines, for example. Any primary market research and data searches that must be conducted, including systematic internet analysis, strictly adhere to the legal requirements, which can vary significantly depending on the market.

To facilitate global access to medicines, we cooperate with various partner organizations and other stakeholders. In addition to our focus on neglected tropical diseases (please see chapter Focus on: Access to Healthcare), we collaborated with other pharmaceutical companies – e.g. within the Access Accelerated initiative – on solutions for access to medicines for treating noncommunicable diseases in less affluent countries.

Patient engagement

Central to the way we operate within the Pharmaceuticals division is the meaningful engagement of patients, care partners, and health advocacy groups, alongside healthcare practitioners such as physicians, nurses and allied health professionals. Nurturing such collaborations is vital for in-depth understanding of the priorities of the people with lived experience of health conditions, to help understand how we can best serve them and meaningfully co-create solutions with the shared goal of improving patient outcomes. By building trust, involving patients and their communities across the medicine development process and sharing knowledge about the benefits and risks of our medicines and healthcare solutions, we can support shared decision-making among diverse populations in the countries where we operate. For more information on patient engagement within Pharmaceuticals, please refer to chapter 3.7 Pharmaceuticals and Consumer Health.

Shaping Biodiversity Credits

As part of our commitment to sustainability, Bayer has taken an active role in the [World Economic Forum's \(WEF\) Biodiversity Credit Coalition](#) as one of the frontrunner organizations. This initiative explores ways to develop nature-based assets and understand how we can collectively build ways to recognize positive nature and biodiversity outcomes and identify key barriers and drivers in the market. In collaboration with different partners, Bayer is spearheading a pilot on biodiversity credits in Brazil under the WEF framework. This pilot aims to test mechanisms for incentivizing farmers for their regenerative agricultural practices, creating a model that values and promotes biodiversity outcomes.

Supporting Regenerative Agriculture

Together with the Inter-American Institute for Cooperation on Agriculture (IICA), Bayer has launched several initiatives to support global adoption of regenerative farming techniques. One key achievement includes the development of a regenerative agriculture training tool that equips farmers with

practical knowledge. This tool ensures accessibility and inclusivity; it is available in [five languages](#).

GAP Initiative Collaborations

Bayer partnered with Virginia Tech to support research through the "[GAP Initiative at Virginia Tech](#)," focusing on addressing the Total Productivity Factor in agriculture to enhance sustainable farming practices. As part of this collaboration, we also supported an initiative to map incentives associated with various regenerative agriculture practices, such as crop rotation, water use reduction, cover cropping and no-till farming. This effort aims to understand how these best practices can effectively help farmers transition from conventional to regenerative agriculture, leveraging policy frameworks and outcomes that have demonstrated success in different countries.

Engagement with farmers

We engage with farmers' organizations, including the Global Farmer Network and the U.S. Farmers & Ranchers in Action (USFRA), and also with our global advisory group for growers that formalizes a dialogue with farmers worldwide and across different types of farming enterprises – from conventional to organic.

Advancing sustainability in the animal agriculture sector

In 2025, Bayer signed a Memorandum of Understanding to advance sustainability in the animal agriculture sector. This collaboration integrates Bayer's crop life cycle assessment (LCA) data enabling accurate measurement and reduction of environmental impact across the value chain. The initiative supports regenerative agriculture and resilient food systems. It aligns with global sustainability goals and consumer expectations.

Scaling sustainable production of Basmati rice

Under the Sustainable Market Initiative, Bayer has joined forces with leading agri-food companies to form the [India Basmati Rice Coalition](#) – an ambitious effort to transition

250,000 rice farmers to regenerative agriculture by 2030. In 2025, the coalition positively impacted over 70,000 acres, achieving up to 20% increases in farmer revenue, 9% yield improvements and 18% gains in water productivity. Bayer contributed agronomic expertise and measurement capabilities, helping to reduce greenhouse gas emissions and improve soil health. This farmer-centric, evidence-backed model is driving systemic change across the rice ecosystem.

By strengthening partnerships and fostering innovation, Bayer is paving the way for more sustainable farming solutions and a resilient agricultural future. Through initiatives like biodiversity credits, regenerative farming training and digital connectivity programs, we remain steadfast in our mission to promote sustainability while enhancing productivity for farmers worldwide.

Read more about our stakeholder engagement in agriculture on our [website](#). For more information on dialogue with stakeholders, please see chapters 3. Product Stewardship, 4. Procurement, 5. Human Rights, 6. Employees and chapter Focus on: Agriculture.

Dialogue with investors and ESG rating agencies

In 2025, we once again engaged in intensive dialogue with the capital market regarding various sustainability topics. The focus here was on nature-related topics – including climate, biodiversity and regenerative agriculture – product stewardship, particularly regarding crop protection, the progress on our sustainability targets and corporate governance.

Through targeted discourse with ESG rating agencies, we aim to achieve an objective assessment of our company while also raising potential identified in this way. We were thus able to improve Bayer's ESG rating results in 2025.

Please find further information on ESG rating results in recent years in Chapter Sustainability Strategy on page 21.

The table below highlights how we engage with our key stakeholder groups and what topics we typically discuss.

Stakeholders	What do we discuss?	How do we engage?
Suppliers and contractors	<ul style="list-style-type: none"> // Climate protection // Human rights, supply chain // Corporate governance 	<ul style="list-style-type: none"> // Participation in international initiatives and collaborations // Engagement in major climate conferences // Supplier development and trainings
Customers	<ul style="list-style-type: none"> // Products and services, quality, supply chain due diligence // Pricing // Customer needs // Reduced ecological footprint, climate protection // Environmental protection and impact reduction // Social topics and human rights 	<ul style="list-style-type: none"> // Comprehensive information programs // Provision of support for easy availability of farming solutions and capacity building for sustainable agriculture practices // Training // Patient engagement programs
Employees	<ul style="list-style-type: none"> // Health and safety incl. mental health and nutrition // Sustainability strategy // Work-life balance // Inclusion & Diversity // Compensation // Conditions and future of work // Freedom of association and collective bargaining // Artificial intelligence 	<ul style="list-style-type: none"> // Corporate benefits // Employee survey // Regular town hall meetings // Training // Flexible working hours/locations // Health and wellbeing programs // Employee giving, donation programs // Works Council, Executives' Committee (KSpA), collective bargaining // Internal platform available
Associations and other advocacy groups	<ul style="list-style-type: none"> // Innovation in healthcare and agriculture // Transparency, sustainability and ethical business practices // Social topics and human rights // Compliance, regulatory, product defense // General market conditions, tax // Policy positions 	<ul style="list-style-type: none"> // Organizational memberships // Active involvement in committees and specialist workshops, conferences // Research collaborations // Information sharing on science-based solutions // Materiality/economic trade and policy analysis // Identification of trade barriers
ESG rating agencies/investors/banks	<ul style="list-style-type: none"> // Regenerative agriculture // Healthcare // Climate change, energy transition and environmental impact of our products // Biodiversity and water // Human rights // Executive compensation 	<ul style="list-style-type: none"> // Regular investor calls and newsletter // Roadshows // Conferences // Webinars // Annual Stockholders' Meeting and regular communication // ESG rating agencies interactions
Government/policymakers/NGOs/ multi-stakeholder platforms	<ul style="list-style-type: none"> // Innovation in healthcare and agriculture // Transparency, sustainability and ethical business practices // Social topics and human rights // Compliance, regulatory, product defense // General market conditions, tax // Food security, access to health, environmental protection 	<ul style="list-style-type: none"> // Engagement with all levels of government/direct engagement // Organizational memberships and collaborative partnerships // Conferences and workshops // Information sharing on science-based solutions // Global platforms (WBSCD, WEF, SMI) // Global summits (COP)
General public and local communities	<ul style="list-style-type: none"> // Environmental stewardship, safety and emergency planning // Innovation // Social investment // Education and information on local business conduct // Local business environment, sites, employment, land use 	<ul style="list-style-type: none"> // <u>Collaboration and partnerships</u> // Philanthropy // Employee volunteering // Sponsorships // Website, media and social media

2.5 Transparency

As our activities concern the sensitive areas of health and nutrition, they lead to inquiries and the desire to understand what we do even better. Against this background, we endeavor to strengthen trust further – for which transparent conduct is essential. For example, we disclose information from various areas of our work and openly communicate how the safety of our products is rated.

We supply information about our transparency efforts in the following areas, for example:

- // Through our [website](#), we provide public access to [safety-relevant studies](#) that regulatory authorities use to review and approve crop protection and genetically modified crop products. We also publish educational information on plant breeding technologies on our [website](#).
- // Our virtual visitor platforms, [OpenLabs 360° Crop Protection](#) and [OpenLabs 360° Genetically Modified Crop](#), provide a behind-the-curtain look into the scientific work in our laboratories and field trial facilities.
- // We make detailed disclosures on, for example, material and project expenses and headcount of the essential political liaison offices in the transparency registers of the German Parliament, the European institutions and the US Congress, for instance. We also report data for countries in which there is no legal disclosure obligation. For more information, please see chapter 2.2 Compliance and our [website](#).

We publish information on planned, ongoing and completed clinical trials. Basically, the activities can be divided into study registration and results posting:

- // Registry Posting: Our team conducts study assessments and registers study information to ensure ongoing regulatory compliance. This emphasizes adherence to disclosure requirements from various regulatory frameworks, including the EU Clinical Trials Regulation (EU-CTR), the

U.S. Food and Drug Administration Amendments Act (FDAA), and regulations specific to Germany and China.

- // Results Posting: We are committed to the transparent publication of clinical trial results. Upon completion of trials, results are shared in both technical and layman's language across relevant databases, including [clinicaltrials.gov \(ct.gov\)](#), the [Clinical Trial Information System \(CTIS\)](#) and the European Medicines Agency (EMA) Catalogue (ENCEPP), as well as Bayer's Clinical Trials Explorer (CTE) webpage.
- // Summaries from Bayer-sponsored studies are published in both technical and lay language on the publicly accessible Clinical Trials Explorer (CTE) website, enhancing transparency and accessibility for interested stakeholders.
- // Plain Language Disclosure: Beyond mere legal compliance, we are committed to fostering informed decision-making among patients. We provide lay summaries of study protocols (LPS) and results (PLS), making this information easily accessible through automated and streamlined processes. Our goal is to empower patients by delivering user-friendly study information that extends beyond regulatory obligations.
- // Data Sharing: We facilitate access to detailed, anonymized study information for third-party researchers, including full study reports and patient-level clinical trial data, in alignment with industry commitments. Bayer actively participates in [vivli.org](#), a centralized platform that allows researchers to request data from pharmaceutical companies, supporting collaboration and transparency in research. For more information, please see chapter 3.8 Pharmaceuticals and Consumer Health.
- // When collaborating with medical experts, we comply with existing laws and regulations that clearly outline the interaction between industry and healthcare professionals and organizations, e.g. healthcare laws and industry codes. Additionally, these rules are amended by different transparency regulations, such as the Sunshine Act in the US,

the EFPIA Disclosure Code in Europe, and various local legal reporting obligations across the world.

- // We at Bayer fully respect the independence and integrity of the professionals we collaborate with. To generate more transparency around our scientific collaborations, we launched the [Bayer Science Collaboration Explorer](#) in Germany in 2021 and expanded it to the United States in 2022, Switzerland in 2023 and Brazil in 2024. In this publicly accessible database, we disclose information on new contract-based scientific collaborations with universities, public research institutions and individuals to increase public confidence in our innovations, scientific processes and research. At the end of 2025, the database contained more than 1,700 contracts with partners in 37 countries.

Scientific Publications

We strive for maximum transparency in our publications following the Good Publication Practices regulations. All Bayer employees are obliged to properly reflect and disclose our participation in any scientific work and publications of third parties and the participation of third parties in the development of our publications. In addition, all authors must fully disclose financial relationships, including material support for research, and other potential conflicts of interest related to the publication. Our policy on scientific publications also prohibits ghostwriting and guest authorship and thus meets the strict specifications of important high-ranking medical journals. For example, all authors must fulfil the [International Council of Medical Journal Editors \(ICMJE\)](#) authorship criteria which includes substantial contribution to the experiment/study itself and the development/review/approval of the publication. With the [Science in Spotlight](#) page, also visible on our [Transparency website](#), we increase transparency and visibility of Bayer's innovative research activities listing peer-reviewed scientific journal publications authored by Bayer employees.

In addition to our sustainability reporting, we have published further reports that describe topics in detail and are available to interested stakeholders on our website. These include:

- // [Industry Association Climate Report](#)
- // [Neonicotinoids](#)
- // [Genetically Modified Crops \(GMOs\)](#)
- // [UN Global Compact Adherence](#)
- // [Leaps by Bayer](#)

For more information on our transparency initiative, please see our [website](#).

2.6 Bioethics

New life science technologies are advancing rapidly and offer the opportunity for a significant positive impact on society, people and the environment. As a leading company in healthcare and nutrition, Bayer takes the opportunity to contribute more to this development than almost any other enterprise. However, the speed at which science is advancing and the possibilities these innovations create also raise complex ethical questions for us as a research-based company.

Bayer seeks to actively take part in the development of bioethical standards, to engage with society and relevant stakeholders, and to address their concerns. With Bayer's Group Regulation on [Bioethical principles](#), we have a company-wide, binding and valid ethical framework for decisions that are relevant in research and development in the life sciences. The focus is on principles for dealing with medical topics, bioengineering and artificial intelligence, which apply to the following bioethical focus areas:

- // Use of genetic engineering
- // Use of human stem cells
- // Use of human biological samples
- // Conducting studies in humans

- // Use of artificial intelligence in the context of human healthcare
- // Animal welfare

Responsible use of human stem cells

We are aware of the particular sensitivity that the topic of the use of human embryonic stem cells requires.

We pay attention to compliance with legal requirements and our ethical standards.

Our Group Regulation on Bioethical Principles defines the ethical boundaries within which we use human stem cells in our research. For example, we only use human embryonic stem cells in a few selected research projects. These existing cells were obtained in compliance with applicable laws and approved by the relevant national authorities.

Bayer is not involved in any research activities that lead to the production of new embryonic stem cell lines or to the development of a complete human embryo.

The established principles of the [International Society for Stem Cell Research \(ISSCR\)](#) must be complied with as the minimum requirement for both research and clinical implementation; stricter internal guidelines for specific areas of application are also taken into account.

For more information on the subject of [stem cells](#) and [cell therapy](#), please see our [website](#).

Bioethics Council

As a core element of our approach to bioethics, Bayer has established the Bayer Bioethics Council, an external advisory body consisting of 11 independent experts. By bringing in an ethical and societal perspective, it helps Bayer identify

relevant bioethical questions and consults on how to answer them. The council's purpose is to support Bayer in further developing bioethical guidelines for its decision-making. They can propose inviting internal and external stakeholders to discuss specific topics.

The Bioethics Council:

- // Advises Bayer on how to ensure bioethics is an integral part of our research and development (R&D) work including the use of emerging technologies
- // Examines our directives from a bioethics perspective and advises us on shifts in strategy
- // Evaluates our progress in implementing bioethics strategies and guidelines
- // Advises on the main drivers behind current bioethics topics (i.e. technological advances and social change) relevant to our work

Its members, who convene twice a year, come from five different continents. Together, they offer expertise in ethics relating to a variety of academic disciplines in the fields of agriculture and medicine, ranging from expertise in genetic engineering and artificial intelligence to philosophy and sociology. A comprehensive description of the Bioethics Council's role can be found in the [charter](#), which is publicly available. For more information, please see our [website](#).

2.7 Cyber Security and Information Protection

Bayer is committed to maintaining monitored standards of data protection and cyber security. Bayer has invested in security technologies and set up defined practices. Bayer is focusing on the safe management of sensitive information and defense against cyber threats.

We are committed to protecting our stakeholders' interests by implementing cyber security measures and safeguarding sensitive data. Bayer invests in modern security technologies and maintains cyber security defenses including ongoing risk assessment, security controls, regular monitoring and IT security awareness campaigns.

Cyber security and information protection framework

Bayer maintains a dedicated cyber security governance framework. Our Board of Management and associated committees oversee our IT cyber security strategy, which is aligned with recognized industry best practices and updated to address evolving threats. This strategy is regularly reviewed and updated to adapt to the changing threat landscape. Bayer has a set of Group Regulations on cyber security and information security that apply across the organization and are designed to protect our assets and ensure the confidentiality, integrity, availability and authenticity of our data. In addition, we have a Chief Information Security Officer (CISO), who leads our information and cyber security efforts. Our Cyber Security organization serves as a second line of defense, carrying out duties related to cyber security, risk management and oversight. The third line of defense consists of audits. Bayer regularly takes part in cyber security audits conducted by both external and internal auditors. This helps us to ensure that our security initiatives and practices stay reliable and adhere to industry norms.

Our commitment is underlined by external audits and relevant certifications, such as ISO 27001, which have been attained for some of Bayer's business operations. This certification requires annual external audits as well as internal audits. Bayer aligns with recognized frameworks such as the US National Institute of Standards and Technology (NIST) Framework.

Information security due diligence for third parties

The third-party oversight process adopts a holistic, risk-based approach to third-party due diligence, which includes IT security. Bayer requires key IT service providers to follow IT security standards and best practices to identify and mitigate compliance and operational risks.

Cyber security training

Employees and contractors receive regular training on cyber security best practices to increase their awareness and reduce the likelihood of human error contributing to security incidents. We regularly conduct mandatory training courses for relevant stakeholders in several languages. To effectively educate and raise awareness among relevant stakeholder groups, a range of media and approaches are employed.

We provide channels for employees and stakeholders to report suspected violations, including anonymous reporting where permitted, and we prohibit retaliation in accordance with company policy. Bayer maintains an incident response plan that defines procedures for identifying, managing and mitigating cyber security incidents, as well as regular risk assessments to identify, prioritize and mitigate potential threats and vulnerabilities.

Bayer has a contingency plan in place, enabling us to respond swiftly and effectively to unforeseen disruptions, such as natural disasters or cyber incidents. This plan outlines clear procedures, roles and resources to ensure minimal downtime and support business continuity during incidents.

2.8 Emergency and Crisis Management

We are committed to protecting our employees, facilities, products, intellectual property and reputation from security threats, crime, emergencies and crises. In times of

emergency or crisis, the safety and security of our employees, sites and surrounding communities is our highest priority.

Our Emergency and Crisis Management is deeply connected to our sustainability objectives. Through Group Regulations on emergency planning, emergency response and health, safety, security and crisis management, as well as pandemic planning, Bayer has taken action at both global and local level to prepare the organization for extraordinary events (e.g. major damage events or crimes) and assess and process them based on standardized criteria.

Our Emergency Management System includes preparedness and response frameworks, supported by governance and operational capabilities at both corporate and local levels, which also includes a Global Security Operation Center (GSOC) that operates 24/7.

Our Crisis Management System is built in accordance with the international standard ISO 22361, enabling us to prepare for, respond to and recover from crises while maintaining critical operations under challenging conditions. It enhances Bayer's resilience through structured management strategies, minimizing the impact of crises on our stakeholders and operations.

While promoting decentralization and allowing local organizations to respond to crises autonomously, our Crisis Management System ensures that crises affecting Bayer as a Group are addressed by the Corporate Crisis Management Team.

Our crisis management capabilities are further strengthened through training and exercises, which help Crisis Teams to identify areas for improvement, build confidence and develop the ability to work as a team under adverse and stressful conditions.

Our established Business Continuity Management System, based on international standard ISO 22301, supports our emergency and crisis management efforts. Business continuity plans outline predefined responses for scenarios such as personnel shortages, building unavailability, equipment failures, IT disruptions or supply chain issues. These plans address various emergencies, including pandemics, prolonged blackouts and climate-related impacts on production sites. Our management system incorporates IT measures to safeguard service provision and ensure rapid recovery post-disruption. Plans are regularly updated, and training is provided to ensure effective implementation.

In conclusion, our comprehensive approach to emergency and crisis management, supported by robust business continuity and risk management systems, ensures that Bayer remains resilient and capable of sustaining its operations and supporting its communities through any challenges that may arise.

2.9 Tax

Bayer's Approach to Tax sets out our management approach and tax strategy. Our so-called "5-C" principle reinforces our internal tax regulation and is mandatory for all employees to follow:

- // Compliance – We strongly oppose any non-compliance.
- // Competitiveness – Tax follows business. We pay taxes in line with value creation.
- // Cooperation – We appropriately cooperate with the tax authorities.
- // Clarity and Certainty – We support self-explanatory transparency in the right hands and need clear legal standards to act on.
- // Control and Governance – We set up an appropriate tax control framework to ensure we meet our tax obligations in a timely fashion.

Bayer observes the principle that we pay the taxes we owe in every jurisdiction based on the applicable statutory requirements. The contribution of appropriate taxes is a core element of our corporate social responsibility. In the respective countries in which we do business, the taxes paid by Bayer represent an important source of revenue for funding social and economic activities. We comply with the relevant tax regulations of the countries in which we operate as well as the requirements relating to payment, documentation, disclosure and auditing of our taxes. In addition, we have implemented appropriate internal controls to mitigate tax risks. We do not engage in artificial transactions without substance; we are committed to being transparent and have a cooperative relationship with all relevant tax authorities.

Bayer's approach to tax is publicly available on our [website](#) and transparently describes our respective values. The objectives and principles of tax management at Bayer apply to the entire Group.

Responsibility for all taxes and tax effects worldwide in connection with Bayer's activities lies with the global Head of Tax, who reports to the Head of Accounting & Tax. Together, they regularly inform the Bayer CFO about all important tax matters, as well as the Board of Management and the Audit Committee of the Supervisory Board.

Observing the applicable regulations and the associated disclosure obligations may include the involvement of external experts or consultation with the respective tax authorities, for example. The principles mentioned above also apply whenever external service providers are commissioned. As the continuous further development of tax legislation is also in our interests, we participate in the political discourse while observing the stipulations of the [Code of Conduct for Responsible Lobbying](#).

Tax risks are accounted for in the Bayer Group's global risk management system, responsibility for which lies with the

Board of Management of Bayer AG. As an element of financial reporting, it is also subject to regular review by the external auditor. In this connection, and observing the legal requirements, Bayer separates corporate auditing from tax consulting to rule out conflicts of interest in advance.

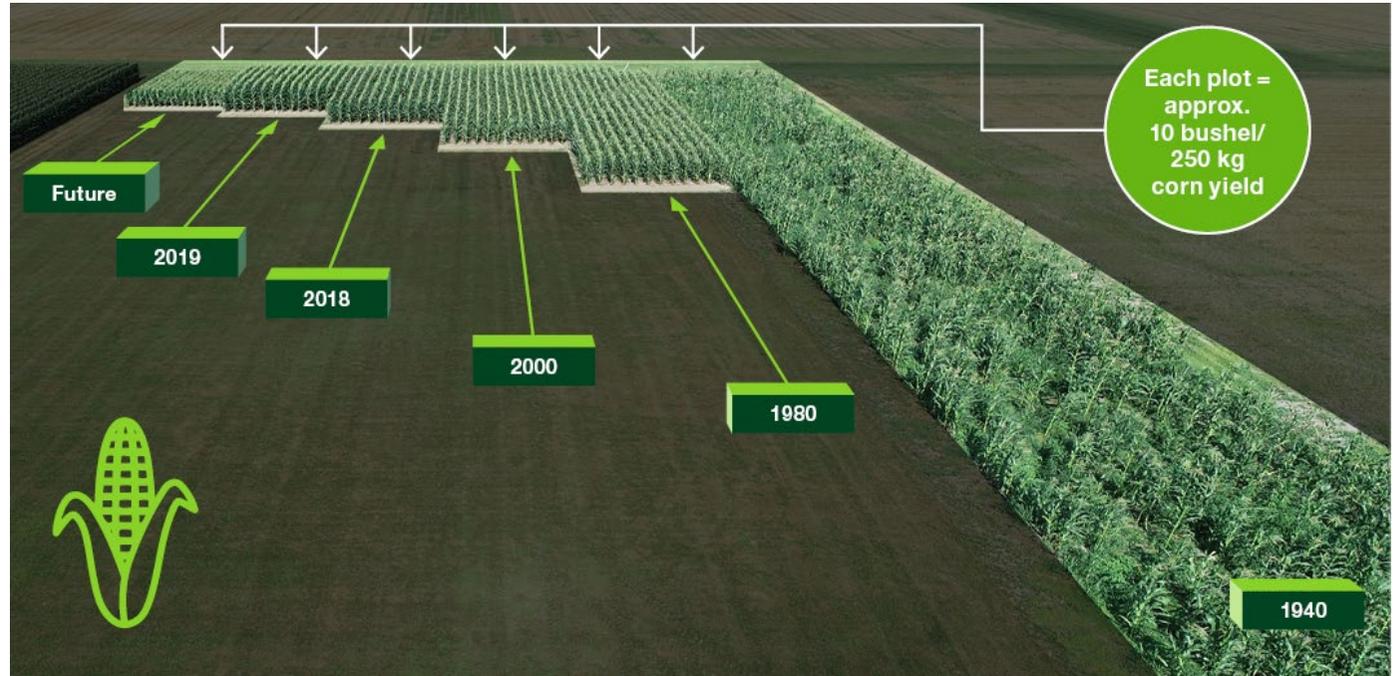
Focus on: Agriculture

Challenges and Approaches

Global agriculture and food systems are confronted with major challenges, such as climate change (in terms of both climate change mitigation and climate change adaptation), water scarcity and population growth. Scientists and United Nations (UN) organizations expect the world population to grow to around 9.7 billion people by 2050 – an increase of around 1.4 billion people relative to 2025. In addition, both the Food and Agriculture Organization (FAO) of the United Nations and the World Resources Institute (WRI) envisage a 50% increase in the demand for food and animal feed by 2050. The demand for animal-based protein and thus also for animal feed is expected to increase further, especially in the emerging markets. At the same time, the already limited farmland is expected to decline due to climate change, water scarcity, soil erosion and other factors. The agricultural sector therefore needs to meet the demands of a growing population, while at the same time promoting sustainability and protecting our ecosystems.

In addition to the challenges already mentioned, it is estimated that around 33–40% of all the food produced for human consumption (including meat from animals fed grain) is lost or wasted along the value chain including customers. This means that around 30% of our global agricultural land is used for food and feed that is never consumed. Besides food security, this also has a critical dimension for climate change: it is estimated that food loss and waste account for approximately 10% of global greenhouse gas emissions.

Solutions from Bayer help farmers to make the best of their fields and help to increase their productivity on the farm. This starts with the choice of seed. For example, high-performing seeds offer improved resistance against common



diseases and pests as well as being adapted to local environmental conditions. This, combined with farm management and pest, disease and weed management supported by digital decision-making on the field, enables farmers to be more productive with their operations, thus contributing to food security.

Optimized seed varieties can also help reduce food loss and waste in later stages of the value chain. For instance, they can enhance shelf life, improve fruit firmness to withstand long-distance transport, or increase the efficiency of

processing operations. Furthermore, plant breeding efforts can focus on developing seeds that cater to consumer preferences, such as convenience and taste, thereby promoting the consumption of nutritious fruits and vegetables.

Sustainable intensification

Intensive agriculture with higher yields per hectare on similar or fewer total hectares of farmland is a crucial factor for ensuring the continued availability of high-quality and affordable food. Agricultural intensification leads to less land being required for the same amount of agricultural output. While

agricultural yields have grown by 60% over the past 40 years, the amount of agricultural land has increased by only 7.6%. This productivity increase was substantially enabled by technological developments in the areas of plant breeding including – since the 1990s – plant biotechnology, as well as management practices such as fertilization, irrigation and crop protection. Insecticides and fungicides have played a crucial part in reducing harvest losses. Crops compete with weeds for water, nutrients and light, resulting in a potential crop loss of up to 30%. Herbicides are an important tool to reduce this competition.

Bayer helps farmers cultivate more food for a growing population, improving food security and reducing the environmental impact of farming operations through our sustainability targets and stewardship. Digital technologies play an important role in this, as do improved seeds and innovative agronomic practices. To reduce harvest losses caused by insect pests, weed competitors or fungal infestation, we combine our high-performance seeds with the targeted use of crop protection products. We offer farmers a selection of these innovative tools and recommend optimal combinations to enable the use of crop management practices for optimal production.

Regenerative agriculture

We believe agriculture should go beyond sustainable intensification and move toward regenerative agriculture, a key difference being an emphasis on restoring ecosystems while increasing yields at the same time. We aim to contribute to the transformation of agriculture by driving forward a more resilient food system guided by our vision of regenerative agriculture.

Bayer promotes a concept of regenerative agriculture that is defined as an outcome-driven cropping system aimed at strengthening the resilience of agricultural production. This concept is based on two interconnected objectives: helping farmers maintain or increase yields with reduced application

of agricultural inputs for improved social and economic well-being outcomes; and regeneration, which prioritizes a positive impact on nature. This second aspect includes efforts such as striving to improve soil health, preserving and restoring biodiversity in areas devoted to agriculture, conserving water resources, and reducing field-level greenhouse gas emissions and increasing carbon sequestration.

Our vision is to transform the agricultural sector at scale by enabling the adoption of regenerative farming practices and systems to create a more prosperous and resilient food production system. Our innovations are key tools and building blocks in this endeavor. For us, regenerative agriculture is an outcome-driven production model aimed at strengthening resilience and based on two interconnected objectives: productivity, which focuses on helping farmers maintain or increase yield with fewer inputs for improved social and economic well-being outcomes; and regeneration, which prioritizes a positive impact on nature, with efforts such as striving to improve soil health, reducing field-level greenhouse gas emissions and increasing carbon sequestration to mitigate climate change, preserving and restoring on-farm biodiversity and conserving water resources.

Soil coverage, minimization of soil disturbance, a diversification of rotations, an optimization of inputs and a reduction of their impacts are therefore important practices for achieving regenerative agriculture. We see our products and services as playing an important role in enabling the farmers to apply these practices.

Our sustainability targets (please see the Sustainability Strategy chapter as well as further on in this chapter) are important building blocks on our journey toward regenerative agriculture and comprise:

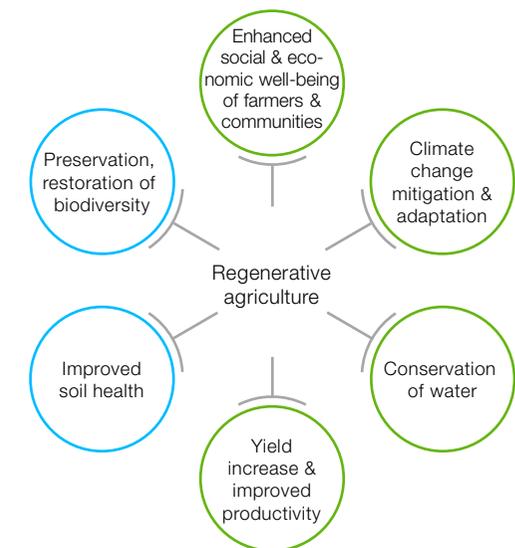
- // Reducing on-field greenhouse gas emissions
- // Reducing the environmental impact of crop protection products

- // Supporting smallholder farmers
- // Improving water productivity

Currently we are exploring different multi-crop systems in our main commercial regions with external partners. These systems are designed to be relevant to the respective region, enabled by Bayer products and services, and profitable for farmers while contributing toward regenerative agriculture outcomes.

Moving forward, we are striving to take a full systems-based perspective on our approach to regenerative agriculture and to treat a farm as an ecosystem in itself – with its unique soil and environmental conditions. But this also means that the concept of regenerative agriculture must be understood as a flexible framework rather than a rigid one. Regenerative agriculture will always be hyper-local and focused on continuous

Building Blocks of a Regenerative Agriculture



- Elements of a regenerative agriculture system that are already part of our strategy
- Other key aspects of a regenerative agriculture system we are currently working on

improvement. There will be trade-offs between different outcomes. Hence, it is not our objective to deliver against all six outcomes in each system.

Identifying optimal solutions for each farm and effectively tracking progress toward nature-related outcomes which go beyond yield and income data is fundamental. This necessitates developing affordable, scalable and meaningful measurement techniques for outcomes like soil health and biodiversity. Consequently, we are engaged in international multi-stakeholder platforms, such as the World Business Council for Sustainable Development (WBCSD), to promote greater alignment on regenerative agricultural metrics.

According to a study from the [World Economic Forum](#), regenerative agriculture can deliver multiple benefits:

- // 80% decrease in soil erosion, relative to conventional production
- // ~9–23% of global annual GHG emissions could be sequestered in soils each year
- // 75K more liters of water retained per acre for each 1% increase in soil organic matter content
- // 10x more species richness in 40% of sites using regenerative practices
- // 2x higher profitability for some U.S. farms, compared to farms using conventional practices

We are only at the beginning of our journey toward regenerative agriculture. We also realize there is not one single solution for every farm, but instead a combination of different solutions that deliver a regenerative agriculture system and its benefits. Some of the innovations and solutions developed by Bayer have the potential to advance the future of regenerative farming:

- // Crops/smart cropping systems (e.g. short-stature corn, hybrid wheat, direct seeded rice, new cover crops)
- // Seeds and traits technologies (e.g. precision plant breeding, genome editing, biotechnology)
- // Sustainable crop protection (e.g. new chemical profiles, biologicals)
- // Innovations in carbon farming, data and digital solutions
- // Nitrogen fixation [innovations including Agriculture Biologicals](#)

We see potential in enabling and scaling up regenerative practices on farms around the world providing tailored solutions that combine our innovation pipeline across seeds & traits, crop protection and digital farming, and a multitude of partnerships.

Two new cropping systems already illustrate how this vision is being brought to life:

- // The Preceon™ Smart Corn System features shorter-stature corn hybrids that are more weather-resilient and resistant to lodging. The shorter stature enables precise input applications with lighter equipment, minimizing soil disturbance. Farmers can seed cover crops before harvest using existing equipment critically in regions with late harvests and short planting windows. Preceon™ optimizes nutrient and water efficiency through precise planting density, improving root development, nutrient cycling, and soil organic matter retention, supporting long-term soil vitality and carbon sequestration. For more information, please see the section on “Plant Breeding.”
- // Direct-seeded rice (DSR) eliminates labor- and water-intensive transplanting, reducing irrigation demand and methane emissions. Unlike flooded systems, DSR minimizes nutrient depletion and soil compaction through less tillage. Shorter cropping cycles allow more time for straw decomposition or alternative residue management, reducing burning and enabling diverse crop rotations. For more information on DSR, please see the case study on DirectAcres published

by the World Business Council for Sustainable Development (WBCSD) and our section on “Conserving water.”

How biofuels can help decarbonize transportation

In 2025, Bayer announced a deal with Smart Earth Camelina Corp to help decarbonize the transportation sector and to deliver regenerative agriculture solutions through the investment and development of intermediate oilseed crops to meet the demand of the growing renewable diesel and sustainable aviation fuel (SAF) markets, which are estimated to increase to 40 billion gallons by 2040.

Camelina is a novel intermediate oilseed crop with a promising low-carbon intensity for renewable fuel and can be grown in both spring and winter. Sustainable biofuels play a key role in decarbonizing the transportation sector since electrification is not feasible in all transportation systems like aviation or marine. Biofuels can be produced from renewable organic material and novel alternative oilseed crops like camelina and CoverCress. These drop-in fuels have a lower carbon intensity than fossil fuels and can significantly reduce greenhouse gas emissions compared to traditional fossil fuels, playing a key role in mitigating climate change. On top, they can provide farmers with new revenue streams through the cultivation of biomass-based feedstocks.

Bayer is establishing new renewable fuel value chains. This includes the introduction of camelina to farmers as a profitable alternative oilseed option. The introduction of camelina will complement Bayer’s existing work with [CoverCress](#), and the [recent announcement](#) on scaling winter canola in the United States as a biomass-based feedstock to meet growing demand for renewable fuel.

Read more

For more information on the responsible use of crop protection products and the application of digital farming technologies, please see chapter 3.6 Crop Science.

For more information on our target related to smallholder farmers in low- and middle-income countries ([LMICs](#)), please see the Sustainability Strategy chapter.

For more information on our innovative crop system solutions, please visit our [website](#).

Initiatives to protect biodiversity

In our [Sustainability Statement in the Annual Report 2025](#) we report on E4 Biodiversity and ecosystems.

Forests

Forest habitats are of central importance for biodiversity, and forests play a key role in protecting the climate. With our [Position on Deforestation and Forest Degradation](#) we aim to address the causes of these issues within our sphere of influence, as well as in cooperation with our customers and within our supply chains. We also aim for net-zero deforestation in our supply chains. In our current response to the [CDP questionnaire](#), we have included a detailed statement on this.

In 2023, we launched the [Bayer Forest Protection program](#), which aims to increase our positive impact on the agricultural chain and take a leading role in the conservation of forests. Brazil is the first country in which we are developing this program, since it holds important environmental assets, such as the Cerrado, a biodiverse savanna in eastern Brazil, the Amazon rainforest and other habitats. The program has two pillars:

// The first pillar is dedicated to creating new tools that enable forest protection, through which we intend to establish new commercial incentives, improve the

implementation of our own objectives and traceability systems and expand our participation in multi-sectoral coalitions to build collective action. One example is our participation in the [LEAF Coalition](#). The LEAF Coalition is a voluntary public-private partnership providing results-based financing to tropical and subtropical countries that successfully reduce emissions from deforestation and forest degradation. Launched in April 2021, it brings together governments and leading corporations to channel performance-based payments for verified emissions reductions at a scale commensurate with the climate challenge.

// In the second pillar, we aim to create value for existing forests together with partners who are committed to conserving native vegetation. We have established a research investment effort to broaden the scientific knowledge of the interconnection between agriculture and forest conservation. Over the next five years, the [Amazon Research Institute \(IPAM\)](#) and the [Woodwell Climate Research Center](#) will delve into the interrelationship between agriculture and natural vegetation conservation in the Amazon and Cerrado biomes. With a 1.7 million euros investment from Bayer, the researchers will assess the value of the ecosystem services that forests, and regenerative agricultural practices, provide to agriculture. This research will aid in improving landscape planning and help farmers support forest conservation. In addition, we help farmers gain access to deforestation and conversion-free markets as part of our [PRO Carbono commodities program](#) by proving that production occurs on land without recent deforestation or conversion of natural ecosystems (please find more information in the section on “Habitats”).

Agriculture

Land-use change (including fragmentation and degradation of habitats and intensification of land use) is the main direct driver of terrestrial biodiversity decline according to IPBES. We acknowledge that farming is one of the root causes behind this decline, namely because of factors acting at

landscape and habitat levels, such as agricultural land expansion at the expense of natural habitats (land-use change), landscape homogenization (bigger field sizes, fewer structural elements, narrower crop rotations) and land-use intensification (e.g. increasing mowing frequency and increased nitrogen fertilization in grasslands).

Agricultural production benefits from [ecosystem services](#) such as climate regulation, water retention, nutrient cycling or pollination.

Species that create and maintain these important ecosystem services are thus essential for food, feed, fuel and textile fiber production. However, agricultural landscapes are not only habitat to these service-providing species but are also home to species that may not have direct benefits or may even damage agricultural production (e.g. pests).

// From a farmer-centric perspective, it is important to maintain and restore the corresponding functional biodiversity (nutrient cycling, water retention, pollination, natural pest control) and to reduce the occurrence of organisms that could compromise the harvest.

// From a biodiversity conservation perspective, it is likewise important to protect and restore habitats that harbor a broad range of species in agricultural landscapes.

It is necessary to obtain a better balance between production and conservation. We therefore promote a concept of regenerative agriculture (for more information, please see the Focus on: Agriculture chapter). We engage in numerous partnerships and collaborations to further shape the definitions and underlying metrics for enabling a transition toward regenerative agriculture. In addition, we are members of the regenerative agriculture program of the [Sustainable Agriculture Initiative \(SAI\)](#) and the [Agribusiness Taskforce](#) of the [Sustainable Market Initiative](#). We also contributed to the regenerative agricultural metrics workstreams that are led by

the [World Business Council for Sustainable Development \(WBCSD\)](#).

Soil health, habitats and genetic diversity are important aspects that both we and farmers need to consider when striving for a better balance between production and conservation. In the following section, we highlight promising approaches, actions and partnerships we are pursuing for each of these aspects.

Soil health

Bayer seeks to support its farming customers in maintaining and improving their soil health. To do this, we need to understand farmers' soil health-related pain points and how our solutions can help to overcome these e.g. by enabling more regenerative agricultural practices such as reduced tillage, cover cropping, improved rotations or optimized inputs. This is why we initiated long-term studies in selected regions and cropping systems in the last five years to test and understand how our solutions contribute to improving soil health while maintaining and enhancing farmers' yield and profitability. Early results across North America are promising, showing reductions in soil compaction, improved plant growth and enhanced yield stability during dry years. However, soil is a very complex topic, and results are not consistent across locations and regions. But we see a general trend showing that regenerative practices reduce spatial and temporal variability in yield and maintain relatively high net revenue among different treatments.

Across India, we analyze if switching from the traditional cultivation method of puddled, transplanted rice (PTR) to direct seeded rice (DSR) not only improves soil health, but also enables more regenerative practices in the subsequent crop, such as incorporation of rice straw, earlier sowing of the subsequent Rabi crop (Rabi is a major agricultural season in India) and zero tillage. Puddling detrimentally impacts soil health, subsequently affecting the productivity of non-rice crops in rotation during the Rabi season (such as wheat,

corn and pulses). Again, results are not consistent across all regions, but we see a trend toward higher yields and profitability of a DSR cropping system followed by a zero-till Rabi crop.

Results from our Bayer ForwardFarm in Argentina, where we have been comparing sustainably intensified fields (SIM) with average farm management (AFM) since 2014, not only show improvements in soil parameters such as soil organic matter or aggregate stability, but a deeper dive into the soil biology also revealed higher macro- and meso-fauna abundances in SIM fields. These fields employ regenerative practices such as cover cropping, more diverse crop rotations and input optimization. Higher fauna abundances and biomasses indicate increased biological activity, which is crucial for maintaining and improving soil functionality.

Our [Root2Success](#) program combines seeds, biologicals, chemical crop protection and digital tools customized to local soil conditions, climate and crop needs. Inputs such as fertilizers, nematicides and fungicides are delivered precisely to the soil through drip irrigation systems, which reduces water use, runoff and input waste and enhances nutrient uptake efficiency. These interventions not only improve yield but also reduce environmental impact and ensure soil health for the long term. The Root2Success programs provide valuable [insights](#) in functional shifts in the soil [microbiome](#), improving soil suppressiveness to soil-borne pathogens such as Fusarium wilt in tomatoes and Helminthosporium in potatoes.

Our Tomato Rootstock DRTX6695 demonstrates how advanced genetics can improve soil health and resilience. By resisting nematode infection and lowering negative nematode populations for subsequent crops, DRTX6695 enables growers to adopt regenerative practices that protect ecosystems and optimize resource use. These outcomes are backed by multi-year research, including studies with the

Polytechnic University of Barcelona, reinforcing our science-driven approach to building a more sustainable food system.

Scientific collaborations and partnerships with a focus on soil health:

- // ReGenFarm is a collaborative project between Bayer and Forschungszentrum Jülich, launched in late 2024. Its goal is to deliver actionable tools and insights that drive innovative agricultural practices and transform business models. Through the development and validation of an agricultural digital twin, advanced plant breeding for improved carbon sequestration and the newly developed baseline methods for soil health monitoring, ReGenFarm plans to pave the way toward more resilient, productive and sustainable farming.
- // Since 2024, we have been partnering with Purdue University to form the Coalition for Sustainable and Regenerative Agriculture, a public-private initiative focused on improving soil health and increasing food production by generating real-world data to support regenerative practices, biodiversity, ecosystem resiliency, education and agricultural system adoption.

Bayer also cooperates with start-ups in the field of soil health, for example with [EarthOptics](#) and [Chrysalabs](#) through Leaps by Bayer, and through [our Bayer LifeHub program](#). Through these cooperations, we offer support, including access to Bayer's internal R&D infrastructure, experts and our international partner network.

Habitats

From a farmer's viewpoint, protecting or restoring habitats can sometimes be seen as a direct trade-off for farming activities unless habitat creation or protection generates some kind of benefit or provides important [ecosystem services](#) to the farmers.

One of the benefits farmers can get from habitat protection is access to offer their products to deforestation-free or conversion-free markets. Together with [partners from academia, the food value chain and others](#), Bayer supports farmers to gain access to these markets. In South America, Bayer helps farmers to implement and verify more regenerative and deforestation/conversion-free cropping systems via [our PRO Carbono Commodities program](#) or via engagement in certification schemes such as the [Round Table on Responsible Soy](#).

Our PRO Carbono Commodities Program currently includes soybean production by Brazilian growers and agricultural companies in the state of Mato Grosso, within the Cerrado and Amazon biomes. As a prerequisite for taking part in this initiative, farmers may not work on agricultural fields that have been converted from natural vegetation in the last 10 years, even if legally authorized to do so. Additionally, farmers in the program commit to conserving the surplus of natural vegetation on their properties. In turn, farmers stay on top of innovations and trends, experience new market opportunities and gain publicity for the good practices they already apply.

Across North America, Bayer collaborates with conservation groups, academic experts, farmers and government agencies to establish pollinator habitats. Conserving and enhancing pollinator habitats is beneficial in multiple ways. It can support multiple other insects, birds and mammals, improve soil structure and water infiltration and decrease field run-off to local water bodies. [Through our partnerships](#), we have supported the creation of more than 173,000 hectares (428,000 acres) of pollinator habitat since 2015.

In Europe, we closely collaborate with biodiversity consultancies in the context of our [BayDiversity program](#) to facilitate the creation and implementation of biodiversity management plans. So far, almost 130 farms have participated in the program.

To be able to support impactful measures to counteract biodiversity decline, we invest in research activities to better understand the root causes of the decline of pollinators and other insects. A dedicated working group at Bayer has been evaluating the [factors behind the reduction of diversity and abundance of insects and potential countermeasures](#). Moreover, we support activities to counteract insect decline – such as our engagements focusing on milkweed habitat creation for monarch butterflies in North America, and our activities with German farmers and conservation institutes enabling [ecological enhancement measures to be implemented in intensive agricultural areas](#).

Genetic diversity

Conserving crop genetic diversity, helping farmers to access better crop genetics and breeding crops with higher resilience to the negative consequences of climate change are our main objectives in this context. By providing in-kind support to public gene banks, we help to ensure the conservation of global collections of agricultural crops for current and future generations. At the same time, we access and incorporate novel genetic variation into our varieties. We support renowned research centers such as the national gene banks of the Netherlands (CGN), France ([INRAE](#)) and the United States (NPGS) with collection missions and the conservation of agricultural crops and their wild relatives from different regions of the world before they become extinct from their natural habitats. This is particularly important for vegetable crops, where many species are not yet conserved in any gene bank. Please find more information on our [website](#).

We work with the World Vegetable Center (WorldVeg) in rescuing their unique collection of Brassica crops such as broccoli, cabbage and cauliflower. This collaborative approach also supports smallholder farmers.

Partnerships and research collaborations

Our collaborative research with [ETH Zürich and the International Food Policy Research Institute \(IFPRI\)](#) in 2021 and 2022

outlined challenges regarding synergies between [biodiversity and agriculture](#). Insights into the challenges around result-based payment programs as well as farmers' perception and behavior were published in corresponding scientific journals. In general, [the study](#) revealed further need for action and research. We continue to address these in partnership with academia, research organizations, consulting companies, nongovernmental organizations (NGOs) and other institutions to help us to become even more effective in our efforts.

To gain experience with modern biodiversity monitoring methodologies and potential new incentive mechanisms for the biodiversity-friendly agriculture that they enable, we are part of the EU Horizon Program [Biomonitor4CAP](#).

One of the methodologies tested is environmental DNA (eDNA), which is DNA that has been left in the environment by organisms and can be extracted and analyzed to monitor biodiversity or detect the presence of specific species. Bayer's focus in the context of BioMonitor4Cap lies in soil biodiversity and exploring the differences between land management practices.

We moreover started a multi-year research partnership with the University of Trier, Germany to develop new technologies that advance and optimize the use of eDNA analysis for field monitoring in the areas of [biodiversity assessment](#) and pest control.

Reduced impact from crop protection products

We understand that crop protection products are often perceived as one of the root causes of biodiversity decline. However, the available data assessed in a recent [meta-analysis](#) we jointly commissioned does not support the claim that pesticides are a main driver of insect decline.

Potential impacts of crop protection products on the environment are diligently assessed in the development process and additionally by authorities for approval purposes.

Moreover, our researchers work successfully on the discovery of new molecules aimed at further reducing such unintended and detrimental environmental effects. Environmental safety plays a key role in various stages of our research and development of crop protection products, starting in early development. We investigate the environmental fate and the effects (ecotoxicology) of the molecule itself and also of its degradation products in the different compartments of the environment and for a large variety of animal and plant species. Data on environmental safety is also included in regulatory studies. Furthermore, with CropKey, we use artificial intelligence (AI) in developing new crop protection products with greater accuracy than ever before regarding their effect on specific targets. For more information, please see chapter 3.6 Crop Science – Research & Development (R&D).

Crop protection products are labeled to inform farmers about correct usage. To ensure that farmers understand the label instructions and learn about correct usage, Bayer conducts training for farmers. For detailed information, please see chapter 3.6 Crop Science.

We also support and encourage the development of integrated pest management (IPM) and pollinator management methods that conserve the abundance and diversity of beneficial insects, protect pollinators and reduce the use of crop protection products, or replace compounds with less favorable environmental safety profiles with modern, more environmentally friendly solutions. We are therefore conducting comprehensive field trials under agronomic conditions in various crops around the globe with the objective of deriving recommendations regarding the best positioning of our products within an IPM system to protect pollinators and beneficial insects.

With digital tools such as [MagicScout](#) and [MagicTrap](#) (a digital yellow trap for pest monitoring), we aim for crop protection products to be applied in the right amount and

only when needed, for example through faster identification and documentation of the causes of damage such as weeds, pests and diseases.

We are continuing our efforts to further reduce the environmental impact of our crop protection portfolio. Therefore, we aim to reduce the treated-area-weighted environmental impact per hectare of Bayer's global crop protection portfolio by 30% by 2030 against a 2014–2018 average baseline. For more information, please see the Focus on: Agriculture chapter.

Risk mitigation for pollinators and other insects

Insects play a key role in all terrestrial ecosystems, representing a significant part of worldwide biodiversity. One of the [ecosystem services](#) provided by insects is pollination, which plays an important role in global crop production and in safeguarding nutrition. To minimize the risks posed to nontarget insects, including pollinators, by our crop protection products, we perform extensive safety testing and risk assessments and implement product stewardship measures.

For more information on protecting pollinators and on the effects of our products, please see chapter 3.6 Crop Science. For more information on measures we have taken with regard to neonicotinoids, please see our [separate report](#).

Advancing digital solutions in agriculture

Bayer is advancing digital farming through strong partnerships and an open approach that connects tools and technologies across the industry. Our goal is to help farmers make the most of digital innovations – using data and technology to improve productivity and sustainability. Today, Bayer works with more than 100 technology partners, and our FieldView platform is available not only to Bayer customers but also to over 70 other organizations, enabling shared services, data models and connected solutions that benefit farmers everywhere.

Our efforts and partnerships include:

- // FarmRise (India): a mobile app helping users access farming advice, evaluate pest infestations, check the weather and watch commodity pricing
- // WeGrow (China): a digital platform, social networking engagement tool, education hub and member reward program to share agronomic expertise, connect farmers to service providers and reinforce sustainable practices.
- // Apollo Agriculture (Kenya): Using aggregated data, agronomic machine learning, remote sensing and mobile phones, Apollo delivers financing, insurance, farm products and advice that can increase farm profitability.

With these solutions, partnerships and initiatives we contribute to the Kunming-Montreal Global Biodiversity Framework (GBF) targets 7, 10, 13 and 15.

Plant Breeding

[Plant breeding](#) (including hybrid crops) plays a key role in reducing in-field losses, achieving improved agricultural yields and reducing food loss and waste in later steps of the value chain. Bayer supports the responsible use of different breeding techniques and technologies.

In plant breeding, existing species of a crop (e.g. corn) are crossed to transfer the desired traits to the next generation of plants. Our scientists evaluate large volumes of genomic, phenotypic and environmental data in order to select the highest performing plants for local farmer environments around the world. We use greenhouse- and field-based product testing over multiple years to determine whether the desired traits have been transferred to the following generations.

Our greenhouse- and field-based product testing and our scalable data analysis and automation functions provide additional insight into the special characteristics of our products, such as plants' ability to resist diseases and adapt during times of water scarcity. This enables us to give our farmers tailored recommendations that take account of factors such as the climatic circumstances of a region.

Especially for food crops such as fruits and vegetables, plant breeding to achieve a longer shelf life is an important factor. Longer shelf lives can improve the tradability of fruit and vegetables, increase flexibility in the value chain (e.g. to reach markets further away) and reduce food loss and waste along the value chain up to the consumer.

Preceon™ Smart Corn System

One example of the possibilities offered by plant breeding innovations is our Preceon™ Smart Corn System. This crop system will include digital support tools and agronomic recommendations to improve the way corn is grown to make it more sustainable. Through plant breeding, we have succeeded in developing corn hybrids that enable the growth of shorter corn plants that have the potential to not bend or break (agronomists call this root and stalk lodging) as easily as corn plants of regular height in the presence of strong winds or heavy rain. Losses in the United States due to bent (lodged) plants amount to between 5% and 25% a year depending on the severity of weather events. Due to [its short stature](#), the corn hybrids of the Preceon™ Smart Corn System also allow farmers in-season access, which enables optimized application of crop protection products and nutrients such as nitrogen.

Peer-reviewed research, recently published in the [Journal of Environmental Quality](#), documents the

contribution of the Preceon™ Smart Corn System to more sustainable corn production. Through a Life Cycle Assessment analyzing several years of data, a team of Bayer and university researchers showed that short-stature corn systems reduced the carbon intensity of growing corn by an average of 13%, thanks to higher yields, better root systems and more effective management of inputs.

The Preceon Smart Corn System is currently available in four of the top corn-producing U.S. states (Nebraska, Iowa, Illinois and Indiana) with 2025 adoption on around 84,000 acres (~34,000 hectares) and expected 2026 adoption on up to 200,000 acres (~81,000 hectares) in the United States and up to 80,000 acres (~32,000 hectares) across Europe.

Precision plant breeding

In one of the most transformational shifts in plant breeding history, our precision breeding platform will drive tailored solutions that reflect the specific needs of our customers' farms, crops, soils and agronomic practices.

Precision plant breeding uses artificial intelligence (AI) to assess genetic variation and analyze vast amounts of data on potential plant combinations. This allows scientists to identify and improve the traits needed for new product development more quickly and accurately.

Ultimately, precision plant breeding can result in the delivery of seed products tailored to growers' unique field conditions years ahead of schedule.

Plant Biotechnology

Whereas plant breeding uses the genetic diversity within a plant species to generate new and unique plant varieties

and hybrids for farmers, plant biotechnology can be employed to transfer genes and their associated beneficial traits from one organism to another. [Genetically modified crops](#) provide substantial agronomic, economic and ecological benefits. They can help farmers to increase productivity despite difficult growing conditions by protecting harvests from specific pests and weeds while consuming fewer natural resources. Farmers in large and small enterprises from industrialized and developing countries alike can benefit from genetically modified crops, especially corn, soybeans, cotton and oilseed rape/canola. According to information from the nonprofit organization ISAAA (International Service for the Acquisition of Agri-biotech Applications), crops that are the product of modern biotechnology are grown on more than 190 million hectares in over 29 countries.

Bayer specializes in high-quality seeds with groundbreaking traits that offer not just higher yields but also improved weed control and more effective defense against insects. Our genetically modified plants containing [Bacillus thuringiensis \(Bt\)](#) control specific insect pests that feed directly on the plant. Other insects such as bees and native pollinators are not harmed by Bt plants. The deployment of these plants can considerably reduce the use of broad-spectrum insecticides.

Bt corn was introduced in the United States in 1996 and has since been grown in many countries. [According to studies](#), growing Bt corn in the United States reduced the usage of insecticides by 35%, reduced in-field losses by 10% or more and increased grain quality between 1996 and 2008. In low- and middle-income countries ([LMICs](#)), where corn is an important staple crop, Bt corn can improve food safety and food security.

Crops compete with weeds for water, nutrients and light, resulting in a potential crop loss of up to 30%. Our [herbicide-tolerant plants](#) are tolerant to certain herbicides such as glyphosate or dicamba. This enables weeds in fields to

be eliminated using herbicides without damaging the crops. Using these plants enables farmers to reduce or completely forgo tillage as a method of weed control. In combination with good agricultural practices such as the cultivation of cover crops, no-till has a positive impact on soil health. It reduces erosion in the long term, facilitates the development of humus and thereby increases storage of carbon in the soil. This in turn reduces the release of greenhouse gases from the soil that can contribute to climate change. Furthermore, farmers need less fuel for tillage when there is no need for plowing.

The development and approval of genetically modified seeds are subject to comprehensive international guidelines and stringent national laws and regulations. For more information, please see our [website](#). The safety of genetically modified crops has been confirmed by numerous studies, which have been evaluated by regulatory authorities in 70 countries. Some believe that genetically modified plants could spread throughout the environment and thus negatively impact plant biodiversity. However, cross-pollination between a genetically modified plant and a wild one would require the plants to be very closely related. Otherwise, they might not be compatible and thus incapable of producing joint offspring. Various studies have demonstrated that the introduction of genetically modified crops has not negatively affected crop biodiversity.

Preserving plants' integrity

Plant breeding, for cultivation either in conventional or organic farming, requires measures to preserve the plants' integrity and thus to maintain seed quality. To that effect, the uncontrolled pollination or cross-breeding of plants needs to be prevented. Pollen flow plays a key role here, both in conventional and genetically modified plants. For example, in cultivating corn

(a cross-pollinated crop) for seed production, it is essential to monitor for and prevent pollen flow from adjacent fields. Detailed agricultural practice requirements are in place for our own research sites and those of our seed producers, to prevent inadvertent cross-pollination. These rules are spelled out in our publicly accessible [Technology Use Guide](#) for corn, soybeans, oilseed rape/canola and other row crops. Besides other information, this contains provisions for planting at a prescribed distance to other fields of the same crop type or planting at different times to prevent simultaneous pollination in adjacent fields.

There is no evidence that local or native plants are adversely impacted in the unlikely event of inadvertent cross-pollination between genetically modified and nongenetically modified plants from the same species. There is also no evidence that plant diversity has decreased because of the introduction of genetically modified crops. After reviewing more than 900 studies, the US Academies of Science published a report in 2016 stating that it did not see any indication that the genetic diversity of major crops in countries such as the United States had declined due to the introduction of genetically modified varieties. Rather, the number of crop species in cultivation had already declined during the 20th century due to strong demand for high-yielding crops.

Innovations in plant breeding: genome editing

Bayer employs new breeding methods that contribute to the development of modern varieties better suited to their environments.

One targeted plant breeding approach is a molecular biology process known as genome editing, which is largely based on improving plants' characteristics by leveraging their

existing genetics, for example by deactivating unfavorable traits (such as disease vulnerability) or supporting beneficial traits (such as drought tolerance or improved nutrition). The use of plant breeding innovations, including [CRISPR-Cas](#), can improve the efficiency and precision of plant breeding and contribute to the development of new crop varieties needed to sustainably secure the supply of safe and healthy food.

Farmers worldwide face relentless challenges (erratic rainfall, new diseases, extreme weather), and genome editing tools known in Europe as New Genomic Technologies (NGTs) allow product delivery to be at pace with these agronomic needs. These innovative plant breeding methods can enable farmers to grow drought-tolerant crops with better heat resistance, crops with improved nitrogen efficiency or enhanced shelf-life.

In 2025, the European Union has reached a [provisional political agreement](#) on a landmark regulation for NGTs, toward a more competitive, climate-resilient and sustainable agrifood system. The agreement outlines a modernised legal framework designed to protect health and the environment while enabling innovation and ensuring fair market conditions across the EU.

Innovations to support food security

Facilitating access to the latest techniques and technologies is essential for scientists to enable them to raise higher yielding and resilient crops amid continued climate challenges. To make these improvements accessible to smallholder farmers, we engage in various collaborations and public-private partnerships to share knowledge and resources:

- // We participate in the [TELA project](#) (previously Water-Efficient Maize for Africa [WEMA]) to improve Sub-Saharan farmers' yields, food quality and profitability through improved drought-tolerant hybrids in partnership with the African Agricultural Technology Foundation ([AATF](#)), the International Maize and Wheat Improvement Center ([CIMMYT](#)) and partners across Africa. The Food and Agriculture Organization (FAO) of the United Nations evaluated the TELA project as part of a [case study](#) in 2023. Building on this success, we are now continuing our collaboration with the Gates Foundation and regional institutions through the Biotech Maize Seed System (BMSS) initiative. BMSS focuses on enabling the transition from pilot success to market-scale impact by operationalizing seed systems, regulatory pathways and stewardship frameworks that ensure safe, sustainable and inclusive delivery of biotech maize across the region.
- // The ScaleDirect project, executed by the International Rice Research Institute ([IRRI](#)) in collaboration with Bayer and other partners, accelerates the delivery of climate-smart rice varieties by combining advanced breeding tools with agronomic innovations like direct seeded rice (DSR) that improve productivity and resource efficiency.

A core focus is strengthening local seed systems to ensure timely, affordable access to high-quality seed for smallholder farmers. Through inclusive partnerships, ScaleDirect promotes women farmer empowerment by enhancing their participation in seed networks and training programs, creating equitable opportunities in rice value chains. By bridging research, market adoption and gender equity, ScaleDirect drives sustainable food security and resilient livelihoods across Asia and Africa.

- // The Modern Breeding Project is a public-private partnership with the International Institute for Tropical Agriculture ([IITA](#)) and the Gates Foundation in which Bayer is providing know-how in technology advancements with public sector plant breeders and National Agricultural Research and Extension Systems (NARES) so they can increase genetic gain in locally adapted crops like maize, soybean, cowpea, cassava, yam, banana and plantains grown in several countries across Africa. The partnership enables Bayer scientists to connect with researchers supporting the development of breakthrough products for smallholder farmers. Technologies include advances in data science, machine learning, genomic predictions, high-throughput phenotyping, genome editing and hybrid crops.
- // We are VACS Champions as part of the Opportunity Crops and Soils (VACS) movement led by [CIMMYT](#), working with the public sector on "opportunity crops" such as Bambara groundnut with IITA and okra with the African Orphan Crops Consortium (AOCC), to build a more resilient food system with traditional crops that are more nutritious, diverse, climate adapted and promote healthy soils. The project aims to leverage new techniques in crop improvement on opportunity crops that have not yet made the substantial genetic advancements and leveraged innovation seen in staple crops such as rice, wheat and maize.
- // We are partnering with the National Institute of Agricultural Research of Ecuador ([INIAP](#)), Crops for the Future ([CFF](#)), and the Inter-American Institute for Cooperation on

Agriculture ([IICA](#)) to support the development of lupin (*Lupinus mutabilis*, sweet) germplasm with agronomic and quality characteristics required by farmers and final consumers through community-led participatory plant breeding research and selection. Commonly referred to as chocho, lupin is a nutritious legume known for its high protein, fiber, iron and calcium content. Bayer will participate in community-based training programs, sharing modern plant breeding know-how and techniques and providing technical plant breeding advisory capacity in the partnership.

- // In the European Union, we offer small vegetable breeders free access to our European patents for vegetable traits, which are contained in the Euroseeds [PINTO database](#) and available to be licensed from Bayer. Companies that develop and market their products in the European Union and have annual sales of less than €10 million and fewer than 50 employees (please see also the [SME definition](#) of the European Commission) can benefit from this initiative. Such companies generally do not have sufficient resources to pay the fees for patented innovations. The initiative was launched in 2022 and will initially run indefinitely. The means of managing material impacts focus in particular on free access to our European patents on the aforementioned vegetable seeds.

TR4-resistant varieties of banana

Tropical Race 4 (TR4), a strain of the *Fusarium* fungus, has sparked a pandemic on banana plantations, causing widespread devastation across banana-cultivating regions. Joining forces with partners from the private and academic sectors, civil society organizations and state entities within the Global Alliance Against TR4 Bayer supports the efforts of the Alliance in capacity building for the prevention and control of TR4 as a model for other diseases that threaten banana production. Our support is focused on prevention and control of TR4.

The Zero Hunger Private Sector Pledge

In 2022, Bayer signed the Zero Hunger Private Sector Pledge and committed to contributing US\$160 million to support the goal of combating hunger worldwide, together with other organizations. This pledge was created within the scope of the UN Food Systems Summit. As part of the Zero Hunger Coalition, we are working to help end food scarcity in various regions of the world.

The Zero Hunger Private Sector Pledge aligns governments, agencies, civil society and businesses with the 10 high-impact intervention areas from the CERES2030 evidence, a research project by scientists from Cornell University, the International Institute for Sustainable Development (IISD) and the International Food Policy Research Institute (IFPRI) that provides practical recommendations on how to end hunger by 2030 worldwide and on a lasting basis. In 2025, our Arize Hybrid Rice was highlighted in the coalition's accountability report. Arize remains a key driver of Bayer's commitment to food security, delivering climate-smart innovation to strengthen farmer resilience. In 2023–2024, we introduced three new hybrids designed for higher yields, improved water and nutrient-use efficiency, and resistance to major pests and diseases – critical traits for adapting to climate stress. Today, Arize benefits millions of smallholder farmers and covers more than two million acres annually in India, while enabling sustainable practices such as direct seeding to conserve water and reduce emissions. Through partnerships with IRRI and the Sustainable Rice Platform, we are scaling solutions aiming to help farmers produce more with fewer resources.

Enabling a Climate-Smart Agriculture

According to a report of the Intergovernmental Panel on Climate Change (IPCC), agriculture, forestry and other land use account for about 22% of all greenhouse gas (GHG) emissions worldwide. Climate change places significant pressures on agriculture in the form of reduced yields, land degradation and increased threats from pathogens and diseases. At Bayer, we strive to advance a climate-neutral future for agriculture in close collaboration with farmers and global and local players. This requires the development of new technologies, digital enablement and the transformation of agricultural practices. In addition to our commitments to climate neutrality for our own operations (please see the Sustainability Statement in the Annual Report 2025), we aim to enable our farming customers to reduce their on-field greenhouse gas emissions per mass unit of crop produced by 30% by 2030 compared to the overall base-year emission intensity. The overall base-year greenhouse gas intensity includes the weighted emission intensities of 17 crop-country combinations. Base years are defined individually for each crop-country combination, using data from either harvest year 2021 or 2022 depending on the availability of data. Base years were adjusted in 2024 due to additional data requirements based on an updated GHG calculator within the GHG reporting methodology and lack of data availability from prior years. This reduction target applies to the highest greenhouse gas-emitting crop systems in the regions Bayer serves with its products (with the exception of the crop-country combinations Italy-Corn and Spain-Corn that were not selected based on these factors but were additionally included because data was already available). Our major focus lies on soybeans and corn in the United States, Brazil and Argentina, rice in India, and wheat, cotton and oilseed rape/canola in various regions.

Methodology and base-year greenhouse gas intensity

The scope of our efforts is focused on emissions of major greenhouse gases from field operations: carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O). The sources of greenhouse gas emissions include cultivation, decomposition of applied fertilizers and organic matter, and irrigation, on-field machinery, management changes and crop residue.

To measure progress against our target, we use representative samples of Bayer's customers' field-level data from a third-party market research data provider (Kynetec UK Ltd.) obtained in interviews with randomly selected farmers.

We calculated our overall base-year greenhouse gas intensity based on our customers' greenhouse gas intensities for our major crop-country combinations with data from the 2021 and 2022 harvest years. We define our customers according to the following criteria: farmers whose share-of-wallet for our products equals our market share in a particular market at a minimum, farmers using our seed varieties or our digital platform FieldView™ or farmers participating in our Bayer Carbon or Ecosystem Services.

To calculate the overall base-year greenhouse gas intensity, individual greenhouse gas intensities per crop and country were weighted according to Bayer's footprint in these crops and regions, estimated using the total production volume of a particular crop in a particular market as stated in the database of the Food and Agricultural Organization (FAO) of the United Nations, our market share in this market and the carbon intensity of this crop within a particular country. Using this methodology, our overall customers' greenhouse gas intensity weighted across all crop-country combinations in the scope of our target was 726 kilograms CO₂e per metric ton of crop produced (base-year greenhouse gas intensity of our target for 2021 or 2022 crop year depending on country). We will continue to assess and report our progress against our base-year greenhouse gas intensity annually or as data becomes available to support the target we have set.

Measures

To achieve our target, we foster the adoption of regenerative agriculture practices and technologies by our farming customers. These include high-yielding crop genetics, crop protection products, precision irrigation systems, soil management tactics through no-till and cover crops, crop rotation, root health, fertilization management, microorganisms and inoculants, direct seeding and alternate wetting and drying in rice cultivation, and digital and precision farming tools. Combining different levers can lead to customized and profitable solutions for our farming customers.

Currently, we are integrating environmental metrics, including greenhouse gas calculations and environmental impact reduction contributions, into our development pipeline to identify innovative and tailored solutions that combine higher yield with co-benefits such as increased soil health and reduced water usage.

In addition, Bayer is driving forward the implementation of regenerative agriculture programs in every region we serve. Our Global [Ecosystem Services](#) support farmers and companies across the value chain to accelerate the adoption of more regenerative agriculture practices and digital technology. In 2025, we had 28 programs with 21 different partners in seven countries globally, with more than 22,000 farmers participating, and covering more than 2.6 million hectares (6.3 million acres) where farmers were compensated for the adoption of regenerative farming practices.

North America

In the United States, since 2020, we have provided farmers with incentives to adopt innovative, regenerative agricultural practices through programs such as the Bayer Carbon Program and the ForGround platform. In 2024, we announced our collaboration with Mars Petcare with the goal of changing practices up to 200,000 acres. Additionally, we expanded our Bayer ForGround program to growers in 28 states with enrollment possibilities extended to 12 cash crops. In 2025, Bayer

appointed [Northern Trust](#) as one of its providers for the digital lifecycle management of the Bayer Carbon Program.

Latin America

As part of our Global Ecosystems Services, farmers who fulfill the requirements, such as social and environmental compliance, and who use our digital farming platform FieldView™ are eligible for soil collection and analyses and have access to technical consultants and professional agronomists. The PRO Carbono program was launched in Brazil in 2020 and in Argentina in 2021. In 2024, Bayer, Louis Dreyfus Company and Global Clean Energy Holdings partnered to expand the cultivation of camelina as part of Bayer's PRO Carbono program in Argentina.

In addition to this program, the PRO Carbono Commodities initiative was launched in Brazil in 2023 and in Argentina in 2024. It is a solution designed to address the challenges of the supply chain in moving toward decarbonization, while also recognizing and connecting with forest preservation efforts. In Argentina, as part of PRO Carbono Commodities, Bayer has partnered with [Viterra](#) and aims to reach 2 million soybean hectares and expand into other agriculture commodities such as corn, wheat, barley and sunflower.

Europe

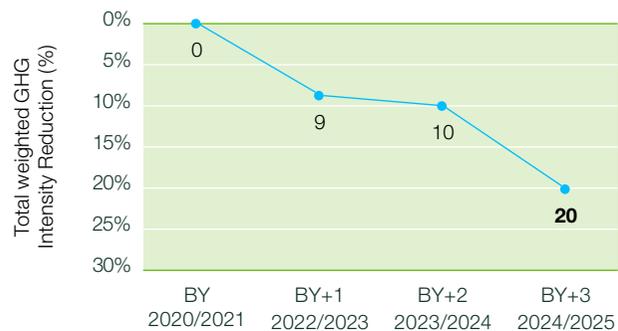
In Europe, we support the decarbonization of the food value chain through our Bayer Carbon Program, which was launched in 2021, and collaborations with other organizations. In 2024, Bayer announced a collaboration with Trinity Agtech to leverage their platform Sandy, an ag tech software for measurement and management of regenerative agricultural practices. In [2025, Bayer and ADM announced an expansion](#) of the regenerative agriculture program, re:generations™ to Hungary in which climate smart practices will be implemented and measured on 12,000 hectares of sunflower and soybean and scaled accordingly in subsequent years.

Asia/Pacific

Flooded paddy rice has been identified as a significant contributor to emissions of methane, a potent greenhouse gas. Bayer currently supports three climate-smart agriculture initiatives in Asia/Pacific. In 2021, Bayer launched the India Sustainable Rice project, which has since evolved into the [Good Rice Alliance](#). As part of the program, Bayer is evaluating the reduction of greenhouse gas emissions as well as water-saving potential in the cultivation of rice under alternate wetting and drying (AWD) and direct seeded rice (DSR) methods. In 2025, the [Good Rice Alliance received an 'Ae'](#), a top quartile ex ante rating, from BeZero Carbon, an independent carbon ratings agency, focusing high-integrity credits that meet transparency and quality standards. The [Bayer Rice Carbon program](#) has been implemented across 11 states in India and is expected to issue carbon credits for regenerative practices including alternate AWD and DSR. In addition, Bayer is engaged in developing a holistic rice crop system powered by direct seeding, and also in 2021, Bayer launched the DirectAcres project (please see the Conserving Water section later in the chapter).

Progress

With Bayer's GHG methodology, the overall customers' greenhouse gas intensity weighted across all crop-country combinations in the scope of our target was 726 kg CO₂ equivalents (e) per metric ton of crop produced (greenhouse gas intensity) in the base year. This data reflects harvest years 2021 or 2022 depending on the respective crop-country combination and was reported in 2025. Based on the collected data for the harvest years 2023 or 2024 (depending on the base year for the respective crop country combination), the overall customers' greenhouse gas intensity weighted across all crop-country combinations in the scope of our target was reduced by 10% (654 kg CO₂ e/metric ton). Based on the collected data for harvest years 2024 or 2025 (depending on the base year for the respective crop country combination), the overall customers' greenhouse gas intensity weighted across all crop-country combinations in the

Progress Overview:**GHG intensity reduction towards a 30% target by 2030**

BY = base year, BY+n = n year following base year

scope of our target was reduced by 20% (581 kg CO₂ e/metric ton) compared to the base year of 726 kg CO₂ equivalents per metric ton of crop produced. Key drivers for improvement are primarily due to reduced GHG intensity in India rice and US cotton. Other factors impacting data are slight net intensity increases in Brazil crops and weighting or market share factors that significantly reduce the reported weighted net intensities of some crop-country combinations.

Partnerships

In our partnerships and scientific coalitions, we support the science of soil management, the decarbonization of food systems and technical, digital and financial solutions that help farmers to implement regenerative agriculture practices. Examples are as follows:

- // [Sustainable Agriculture Initiative Platform](#)
- // [Inter-American Institute for Cooperations on Agriculture \(IICA\)](#), [Living Soils of the Americas Initiative](#)
- // [Coalition of Action 4 Soil Health \(CA4SH\)](#)
- // [Collaboration with Perdue AgriBusiness](#)
- // [Global Agricultural Productivity \(GAP\) Initiative at Virginia Tech](#)

For more information, please refer to our [Stakeholder engagement in Agriculture](#).

Crop Protection Environmental Impact Reduction (CP EIR)**Crop protection**

Crop protection, next to fertilizers and breeding advancements, has helped humanity to feed an ever-growing population while limiting the increase of arable land, which is a vital step in helping minimize land-use change. Yet crop protection products do not just increase yield – they also have an environmental impact when applied to fields.

By definition, farming alters the natural environment to supply the food we eat across the globe. Farmers need to tend to their land to protect their crops from harmful insects and diseases as well as guard them from weeds competing for the same land, nutrients and water.

Crop protection is not just critical for farmers' businesses; it is imperative for our food system. Historically, crop decimation from blight and pests resulted in starvation and conflict in the developing world, and it is still a significant threat in many countries. Crop protection gives us the security of knowing our food supply is better protected from this type of destruction.

Crop protection also increases yields, allowing farmers to grow more food on less land, which is a necessity now more than ever. Today, farmers use less than one third of the land they would have needed in 1961 to produce the same amount of food. This ability to do more with less reduces the need to expand agricultural production into natural habitats.

Addressing crop protection environmental impact accurately and holistically

As part of our target to significantly reduce the environmental impact of our global crop protection portfolio, we set out to adopt a more accurate way of measuring it. Oftentimes it is assumed that environmental impact is only correlated with the volume of product used. While volume certainly plays a role, there are more important factors in determining a product's efficacy and environmental impact. One indication is that while the total global volume of crop protection sold has steadily increased, the average amount of active ingredients applied per hectare has decreased. This overall volume increase is due to greater food demand, stemming from a growing world population, whereas the decreased volume applied per hectare is the result of innovations to improve the efficacy and reliability of crop protection products. These innovations have resulted in less product needed for the same level of control, and in many cases, active ingredients with better environmental profiles. To obtain a holistic assessment of the environmental impact of crop protection, the volume per hectare, the environmental profile of the crop protection product and the emissions into the environment are the most important factors.

Bayer target on Crop Protection Environmental Impact Reduction

The prerequisite for placing crop protection products on the market is clear proof of efficacy, while ensuring no effects on human health and only an acceptable impact on the environment. Crop protection products are therefore highly regulated by governmental authorities. Bayer consistently seeks to develop and offer crop protection products that have the same or better benefits for farmers, while having less impact on the environment.

To this end, Bayer adopted a methodology for CP EIR and set a target for reducing the environmental impact of our crop protection products. Specifically, we aim to reduce the treated-area-weighted environmental impact per hectare of

Bayer's global crop protection portfolio by 30% by 2030 against a 2014–2018 average baseline.

Aligned with our regenerative agriculture vision, we are working on reducing the amount of crop protection products needed per hectare and of our product emissions to the surrounding environment and improving the environmental profile of the active ingredients while ensuring their efficacy. In addition, we strive for the safe, responsible use of crop protection products with our stewardship efforts. We collaborate with external experts to apply state-of-the-art methodology for measuring the environmental impact of our crop protection products. We strive to develop and offer products that have the same or better benefits for farmers while having less impact on the environment.

For more information, please see [the methodological report](#). Additional information will be published on our [website](#).

Scientific models used

The methodology we adopted relies on two leading, externally developed scientific consensus models to enable a quantifiable environmental impact assessment of crop protection.

// PestLCI has been developed and established by the Technical University of Denmark (DTU) in cooperation with other institutes and organizations since 2006. PestLCI estimates the quantity of an active ingredient emitted into the surrounding environment with the application of a crop protection product in the field, considering all contributing processes.

// USEtox[®] has been developed under the auspices of UNEP-SETAC in cooperation with various universities and institutions since 2008. USEtox[®] determines concentrations in the surrounding environment and the potential impact the crop protection products could have on the aquatic ecosystems (defined as the potential effect on nontarget aquatic organisms). USEtox[®] is also

recommended by the European Commission as a model for the analysis of products' life cycles and environmental footprint.

Bayer provided an extensive inventory of detailed historic market data on crop protection applications globally to the DTU. The DTU combined the crop protection inventory data with PestLCI and USEtox[®] to calculate a global crop protection impact assessment. An external panel of experts is [independently performing an assessment](#) of how Bayer and the DTU apply the models to assess its crop protection environmental impact, and how Bayer measures performance against its target and other methodological considerations.

Bayer's CP EIR assessment compares the impact of crop protection products. The calculation results in a numerical Environmental Impact Score per application scenario. The score depends mainly on the environmental profile of the active ingredient applied on the field, the amount applied and other factors influencing the emissions into the environment such as application method and timing.

Environmental impact (EI) is a term chosen to simplify scientific terminology. EI is equivalent to the USEtox[®] effect metric potentially affected fraction (PAF) of species. It is defined as

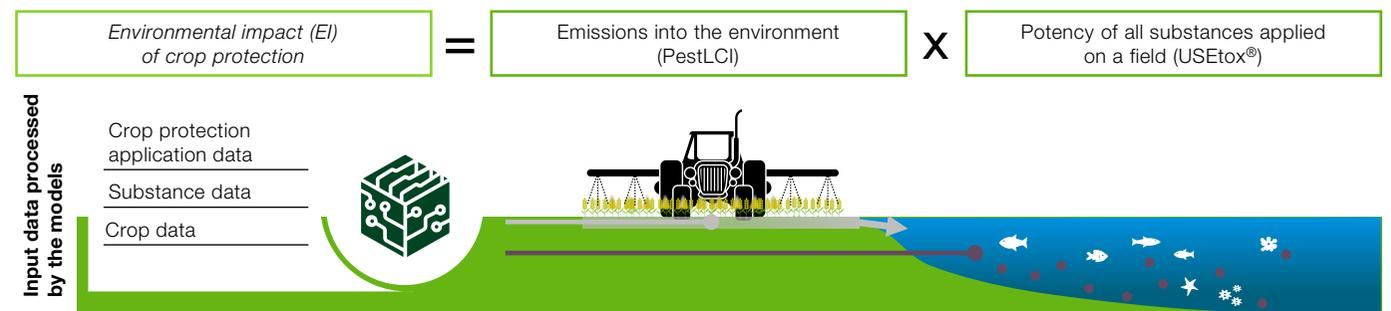
the potential effect on non-target aquatic organisms that represent the current scope of the USEtox[®] consensus model. This limitation only applies to our downstream target and the models used. Our crop protection products worldwide must comply with the respective regulatory requirements with clear proof of efficacy, while ensuring no effects on human health and only an acceptable impact on the environment.

The CP EIR assessment does not account for the environmental effects of other tools applied within farming and integrated crop management, such as plowing, seed bed preparation, fertilizers or harvesting.

As the science of impact assessment is evolving, we are working with the scientific consortium developing these models as well as with other experts in the field to expand the capabilities of the current models. Currently, we are focusing on the potential impact on aquatic organisms, and we plan to expand the model to soil organisms and pollinators once these enhancements have been published by the scientific consortium.

We have collaborated with the Technical University of Denmark (DTU) to create a state-of-the-art methodology for

Crop Protection Environmental Impact Reduction



measuring the environmental impact of crop protection. While we have financially supported the research project at the DTU and provided sector-specific information upon request, the independence of the university's scientific research work and model development has been respected and safeguarded at all times throughout the process. It is important that the models remain unbiased and based solely on sound science – which is why we insist on working to ensure that the models remain an independently-developed tool.

Additionally, in 2023, we initiated a collaboration with the Technical University of Denmark (DTU), the Ohio State University and the Technical University of Munich to develop a pollinator module for Life Cycle Assessment (LCA) under the project acronym PollLCA. The project is scheduled to run for three years, concluding in 2026. The integration of this pollinator module into the LCA framework will be facilitated by the USEtox consortium and undergo review by UNEP/GLAM to ensure accuracy and alignment with global standards

Scope of the sustainability target

All Bayer crop protection product applications that are characterizable by PestLCI and USEtox® and used in the field globally, as reported in the [Agrowin system](#), are in the scope of our target to reduce the environmental impact of our global crop protection portfolio. To enable the transparency and credibility of the baseline, performance tracking and calculation of CP EIR, all required model input data is third-party data – including substance characteristic data. The crop protection application data in AgroWin is based on external data providers. Part of this market data is based on Bayer's internal estimates.

The baseline is the treated-area-weighted environmental impact per hectare of Bayer's global crop protection portfolio between 2014 and 2018. The absolute value of the baseline is around 246 (treated-area-weighted environmental impact per hectare). The baseline and performance tracking is

calculated as the ratio of the cumulative environmental impact and the total treated area.

Using an average over several years as the baseline considers the specifics of agriculture such as seasonality or dependence on climatic conditions. The treated-area-weighted EI/ha represents how efficiently, from an environmental impact perspective, the crop protection portfolio is meeting the needs of the growers. i.e. the focus is to help growers achieve the desired goal of protecting crops with lower environmental impact even in a situation of increased pest or disease pressure which can lead to increasing the grower's treated area. The lower the treated-area EI/ha, the better for the environment, while still meeting the growers' needs.

Levers

Applying the CP EIR methodology allows Bayer to identify hotspots of environmental impact and develop improvement levers in its product offering. This can help to produce higher-yielding crops with less impact in and around the field.

The levers involved in achieving this commitment can be categorized as follows:

1. Optimization of crop protection volumes required per hectare through tools such as:
 - // Precision application: data-driven tools that strive to ensure the right amount of crop protection product is applied by farmers in the right place and at the right time
 - // Seed treatment: seed-applied crop protection tools that can significantly reduce the volume of chemicals used and therefore the potential exposure of wildlife and the environment to these chemicals
 - // Seeds and traits: crops bred and designed to better fight pests and diseases that attack them, ensuring less chemical crop protection is needed, one example

being Intacta RR2 PRO™ soybean seeds containing insect-resistant traits that help plants protect themselves. They also contain herbicide-tolerant traits. This eliminates the need for some insecticide use and leads to plants that are more easily protected through integrated weed management strategies.

- // Biologics: complementing chemical crop protection with biologics to enhance integrated management practices and reduce pest resistance
2. Reduction of the environmental impact of the crop protection product itself:
 - // Better environmental profile of an active ingredient (lower effect on nontarget plants and species) compared to other products (please see our CropKey approach in chapter 3.6 Crop Science)
 3. Reduction of the emissions into the environment:
 - // Mitigation measures such as drift reduction and buffer strips
 - // Digitally enabled precision application
 4. Sustainable use of crop protection products
 - // Stewardship: stewardship trainings striving to ensure that products are used safely and sustainably as intended
 - // Anti-Counterfeit: aiming to remove counterfeit products from the market that may pose a threat to humans and the environment

Based on a 2021 data set covering global crop protection use data, Bayer's crop protection products represent around 2% of the global environmental impact of all crop protection products, despite Bayer's market share in terms of sales being significantly higher (around 15% of the global crop protection market). For more information, please see our [website](#).

Progress against the target

Based on the data collected between 2020 and 2024, Bayer has reduced the treated-area-weighted environmental impact per hectare of our global crop protection portfolio by 14% against the 2014–2018 baseline. The reduction was mainly the result of changes in our crop protection product portfolio in recent years.

The most critical building block for target delivery in the future is to ensure that new crop protection products (chemical and biological) are contributing toward the target. To this end, our scientists are using new approaches – such as CropKey – in the discovery of crop protection products, allowing us to reach safety and sustainability profiles that go above and beyond current standards. Furthermore, a CP EIR ranking per substance vis-à-vis the target's baseline is integrated into the product development process. Bayer's crop protection product market launches from its R&D pipeline are contributing positively toward target delivery, showcasing that innovation is the most important contributor.

For more information on the CP EIR target, please see our Sustainability Statement in the Annual Report 2025.

Conserving Water

Scarcity of fresh water affects farmers around the world. A growing demand for this resource, coupled with climatic change, is a key factor that has the potential to aggravate the water crisis and put additional pressure on water availability, water accessibility and water demand. The agricultural sector accounts for nearly 70% of global freshwater use and therefore plays a central role in addressing water challenges, while continuing to deliver on food production and striving to ensure global food security. At Bayer, we recognize the importance of water challenges and intend to help alleviate the global water crisis.

Our water strategy aims to have a transformational impact that goes beyond our own operations and reflects our willingness to contribute to climate resilience and more sustainable water usage. Our efforts encompass water dimensions along the value chain, from our own operations to the farmers we work with. This is also clearly reflected in our target to support our smallholder customers in increasing water productivity by 25% by 2030 against a 2019–2021 average baseline through the transformation of rice cropping in the relevant regions where Bayer operates, starting in India.

Rice is one of the most important staple foods in the world. Billions of people rely on a diet that includes rice every day – but the irrigation of rice crops is responsible for up to 43% of global freshwater use in irrigation.

Our water target is currently focused on the Bayer DirectAcres Initiative, which aims to support farmers in successfully shifting from the traditional rice cultivation method (Transplanted Puddled Rice, TPR) to direct seeded rice (DSR).

Our performance is measured using “water productivity” as an indicator, which is defined as kilograms of crop yield per volume of water used (kg/m³). This represents the ratio of area-weighted yield to area-weighted water use across the target rice-growing states in India. As a baseline, we use a three-year rolling average from 2019 to 2021, taking into account the specifics of agriculture such as seasonality and climatic variability. The baseline water productivity which indicates the starting condition of our target hectares where rice cultivation is predominantly TPR cultivation, before the influence and intervention of Bayer DirectAcres program, is 0.2547 kg/m³.

Progress against the target

Based on the data collected for the year 2024, the area-weighted water productivity increased by 1% against the 2019–2021 baseline. Given the size of the challenge and the potential impact of changing a century-long grown cropping system, this can be considered as a promising start for the adoption of DSR. Data collected shows that the main contributors to this increased water productivity are a reduction of water use per hectare as well as an increase in average yield per hectare in line with the transition from TPR to DSR. Our reporting accounts for changes in area-weighted water productivity across target states and the current adoption ratio of DSR versus TPR. According to the same data collected for 2024, water use per hectare

Progress Overview: Bayer Achieves a 14% Reduction in Crop Protection Environmental Impact, Advancing Towards a 30% Target by 2030



has reduced by approximately 3,200m³, primarily through reduced irrigation under DSR, totaling around 57 million m³.

To enable water target monitoring and reporting, we follow a methodology that documents the target setting, scope, boundaries, and quantification approach, including the determination of the baseline and progress measurement. A detailed description of our methodology is available on our [website](#).

Direct seeded rice (DSR)

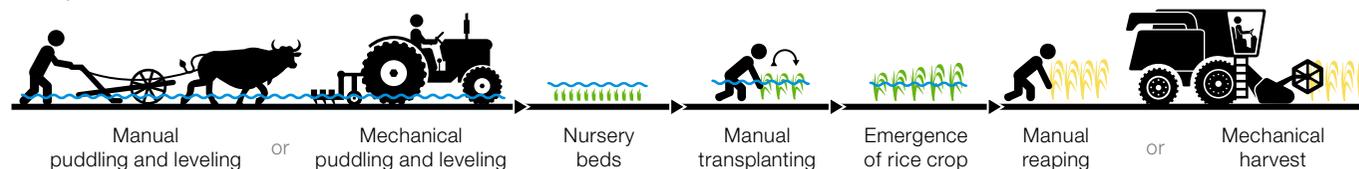
Today, a large majority of the world's rice crop is produced using transplanted puddled rice (TPR) cultivation practices that are especially water- and labor-intensive and contribute to global greenhouse gas emissions through higher methane emissions from flooded paddy fields. Traditionally, farmers first grow seedlings in seedbeds or nurseries for two to three weeks before transplanting them in ploughed paddy fields. These fields are flooded beforehand with rain, ground or river water. Over the subsequent months the water level must remain constant to ensure that the plants establish themselves and grow. Shortly before the harvest (after 90 to 130 days), the farmer drains the field to enable the grain to mature.

One of the most promising solutions to support sustainable rice production is mechanized dry DSR. DSR is a technology-driven and less resource-intensive cultivation system. Moving from traditional transplanted puddled rice cultivation to direct seeded rice can help farmers reduce water use by up to 40% and can reduce greenhouse gas emissions by up to 45% (by reducing methane emissions from the flooded rice fields).

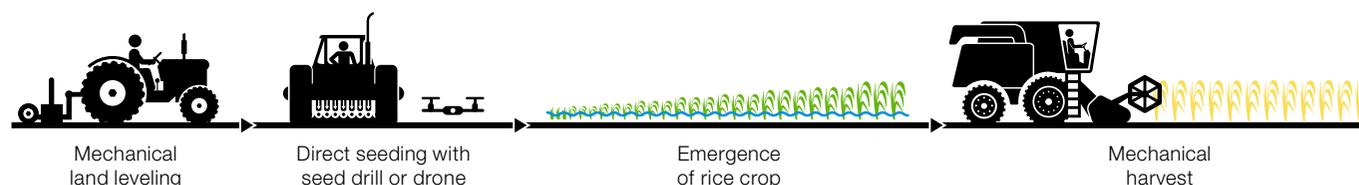
In addition, farmers can reduce their dependence on manual labor by up to 50%. In many countries, workers are moving away from rural areas and the agricultural sector. In India, for example, nearly 60% of the total labor force worked in agriculture in 1991. It is estimated that this number will

Transplanted Puddled Rice and Direct Seeded Rice

Transplanted Puddled Rice



Direct Seeded Rice



reduce to 25% by 2050 at the latest. Many rural agricultural workers are moving away to urban communities for employment in different sectors, and this transition is leading to uncertainties in labor availability and higher labor costs for rice farmers. Using direct seeded rice cultivation methods enables direct seeding without labor-intensive manual transplanting of the rice seedlings.

DSR cultivation methods could potentially also contribute to soil health.

Bayer is supporting farmers' transition to DSR and building entire systems driven by climate-resilient rice hybrids, a high-performing crop protection portfolio and digital advisory and machinery services.

India

India is the focus of Bayer's approach. Direct seeded rice has the potential to be transformational, as DSR acreages are estimated to grow by around 8–10% in terms of the Compound Annual Growth Rate (CAGR), driven by labor and

water shortages. Some governments of north Indian states are promoting DSR adoption via different incentivization programs to the benefit of farmers.

Evolution of Direct Seeded Rice acreages within Bayer DirectAcres Program in India



By 2032, Bayer plans to bring the DSR system to one million hectares in India, supporting over one million early-adopter smallholder rice farmers through our Bayer DirectAcres program.

In 2025, we successfully expanded the project to encompass approximately 47,000 hectares across 105 clusters, enrolling a total of around 15,500 farmers. In 2025, a case

study for DirectAcres was included in the WBCSD Guidebook for Landscape Investments – Business-led solutions for land restoration and resilient agrifood systems [WBCSD Guidebook for Landscape Investments – Business-led solutions for land restoration and resilient agrifood systems](#).

The Bayer DirectAcres program guides farmers, helping them succeed in the transition to DSR. It provides a comprehensive package including high-yielding seeds, weed control solutions, agronomic advice and mechanization services to address their key challenges (e.g., weed management, mechanization).

Integrated weed management in DSR systems

Weed pressure is a significant agronomic challenge in DSR systems. In contrast to traditional puddled transplanting, where standing water suppresses early weed emergence, DSR does not provide this natural barrier, [making effective weed control essential](#). Our agronomic insights indicate that achieving a field that is over 95% weed-free through timely and precise interventions is crucial. If left unmanaged, weed infestation can result in up to a 45% reduction in yield, emphasizing the critical role of integrated weed management in the success of the DSR crop.

Our herbicide portfolio for DSR is tailored to address the diverse weed flora encountered in different geographies. This portfolio strength and our integrated weed management approach are a key enabler of the Bayer DirectAcres strategy, contributing significantly to farmer adoption and program scalability.

Mechanization in DSR systems

Facilitating access to sowing equipment, such as seed drills, is another fundamental aspect of our Bayer DirectAcres program.

In 2025, we initiated a pilot program for drone spraying services, covering 2% of our DirectAcres footprint in selected clusters. The initial results are encouraging, demonstrating potential not only for herbicide applications but also for insecticides and fungicides, improving both efficiency and precision in crop protection. We plan to introduce Bayer DirectAcres in other rice-growing countries in Asia/Pacific, starting with the Philippines in 2026.

Beyond our established downstream water target, currently focusing on rice cropping we leverage technologies, innovation and partnerships to drive water management in relevant crops and contribute to broader water resilience in agriculture. We apply our expertise through an innovative portfolio of seeds and crop protection, promote the use of efficient water management systems and capitalize on our digital farming solutions. In collaboration with our partners, we aim to promote water-smart solutions and enhance best practices for more responsible water use.

Innovation in seeds and crop protection

Our plant scientists today routinely advance solutions that help farmers combat environmental challenges such as pests, diseases or drought. Plants bred to be adapted to certain climates or more resistant to changing environmental conditions have better chances of survival in the field, which leads to more productive harvests. Examples of Bayer plant breeding with an impact on water or contributing to climate resilience include:

// Rice: Our Arize® hybrid rice seed AZ7006, is specially designed to survive even in extreme flood conditions, producing consistent yields despite unfavorable weather conditions

- // Vegetables: Our Seminis® demonstrates good heat stress tolerance and a potential yield increase of approximately 33%. Trials conducted by Bayer in the Indian states of Rajasthan and Haryana from 2020 to 2021 evaluated this variety, which withstood temperatures reaching 45°C during the hot summer months. Overall, Manik has shown climate resilience benefits, making it a viable option for smallholder growers facing severe weather challenges.
- // Cotton: we continuously strive for further improvements in cotton varieties through breeding and technology advancements. Different Bayer cotton trials showcase how our commercial cotton varieties deliver improved water productivity versus the market average.
- // Corn/Maize: we are contributing to the Tela maize project with conventional and advanced plant breeding together with biotechnology in the development of maize varieties designed to tolerate drought and resist pests.

Digital enablement of irrigation technologies

In Mexico, Bayer has developed Carlota, a digital farming service to address the urgent challenge of responsible water use in agriculture. Carlota delivers timely and accessible recommendations directly to the user via the WhatsApp platform. Its proprietary Dynamic Crop Water Balance model works across any soil type, irrigation system and crop. By combining artificial intelligence with real-time data, it enables informed irrigation decisions to optimize water use efficiency and secure crop yields.

Precision irrigation

By collaborating with partners such as Netafim, we are combining our expertise in agricultural inputs innovation across seeds and traits, synthetic and biological crop protection, and digital farming with Netafim's precision irrigation technology. Together, we are developing scalable solutions for farmers that optimize water use while increasing productivity. In smallholder markets, Netafim has partnered with Bayer under the Better Life Farming Alliance, working together since 2018 to provide water-efficient technologies

to smallholder farmers for increased productivity while improving water and nutrient usage.

Demonstration farming

Across our global Bayer ForwardFarming network of independent, modern sustainable farms, we partner with farmers to demonstrate how the implementation of innovative agriculture tools and practices can benefit the farmer, environment and society. In this context, we also promote the adoption of innovative solutions and technologies to conserve water resources. For instance, on the Vietnam ForwardFarm, water usage was reduced by 47% (2023–2025 seasons) due to the usage of Alternate Wetting and Drying instead of flooding in wet DSR.

3. Product Stewardship

Assuming responsibility for our products, from medicines to complex solutions for agriculture, is always at the core of what we do. They should be of the highest quality, and neither their development, manufacture, nor disposal should cause damage to people or the environment. For this reason, we conform strictly to regulations and laws all over the world.

3.1 Management Approach

For us, product stewardship means that our products meet the highest quality standards and are safe for people and the environment when used properly. Not only the desired properties of substances and products must be considered, but also potential effects on people and the environment. We respect legal requirements, and our voluntary commitment and internal standards go beyond these in a variety of areas. Bayer has put in place suitable Group Regulations and management systems to implement regulatory and voluntary product stewardship requirements. These are steered by our Public Affairs, Sustainability & Safety (PASS) Enabling Function and the quality functions of the divisions.

Our quality management systems are based on internationally recognized standards. For more information, please see chapter 3.6 Crop Science and chapter 3.8 Pharmaceuticals and Consumer Health. Approximately 56% of business activities (based on energy consumption of environmentally relevant sites) occur at sites certified to standards ISO 9001, ISO 17025 or ISO 13485.

3.2 Regulatory Conditions

Most of our finished products, such as pharmaceuticals, crop protection products or some varieties of seeds, are subject to very stringent regulations prescribing specific and extensive approval and registration procedures.

Our products cannot be sold on the market until they have been approved by a competent authority, or an official registration has been granted. As a condition of their approval, the prescribed efficacy and safety of the individual products must always be demonstrated as proven. Approval therefore only applies for a particular product with the formulation entered in the marketing authorization. Changes in the product composition (such as new formulations for crop protection products) require additional approval or registration.

Where there is no dedicated crop protection legislation in a given country, Bayer has made a voluntary commitment to distribute only those crop protection products whose active ingredients are approved or registered in at least one Organisation for Economic Cooperation and Development (OECD) country or in a country with a mature risk-based regulatory framework to ensure that their safety has been adequately verified. For more information, please see chapter 3.6 Crop Science.

PFAS stands for per- and polyfluoroalkyl substances. They are a group of man-made synthetic chemicals used across industries and products. PFAS are used in a wide range of industrial and consumer products due to their useful properties. There is no common definition of which substances qualify as PFAS. In recent years, regulatory authorities have prioritized efforts to define what substances qualify as PFAS of regulatory relevance. Bayer is committed to safe and

sustainable products. Neither the current EU REACH Restriction Proposal nor the US EPA currently aim to restrict Bayer's active substances in plant protection and medicinal products that fall under the OECD definition. Like all other companies across industries, Bayer is monitoring the evolving regulatory definitions and rules related to PFAS and will continue to comply with all relevant regulations. Bayer supports science-based and balanced regulatory measures for PFAS.

Chemical regulations

In addition to regulating finished products, extensive statutory regulations also apply to the chemical substances handled by Bayer during product manufacture. Chemical substances are subject to the respective regional chemical regulations. These include REACH in the European Union, the Toxic Substances Control Act (TSCA) in the United States and the Measures for Environmental Management Registration of New Chemical Substances (MEE Order No. 12) of the Ministry of Ecology and Environment (MEE) in China. To fulfill these requirements, we have formulated Group-wide and division-specific regulations. Additionally, we require our suppliers to acknowledge conformity with chemical regulations for all substances they supply to us.

In addition, authorities review the implementation of obligations resulting from chemicals legislation through regular inspections.

Substances already registered under REACH are subject to regular evaluation by the authorities. For Bayer substances, this may lead to additional testing requirements, new risk management measures or inclusion in REACH authorization or restriction processes. Such measures can result in the substitution or prohibition of Substances of Very High

Concern (SVHC). To date, this applies to only one Bayer substance, for which authorization has already been granted. The use of SVHCs—particularly in research and development at Bayer—is strictly governed by the procedure on the Assessment of Chemical Substances.

Under certain conditions, existing dossiers must be updated under REACH Article 22. In 2019, as part of the voluntary action plan of the European Chemical Industry Council (CEFIC), Bayer committed to review and update all REACH registration dossiers by 2026. We reviewed and updated 94 dossiers (lead, individual or member full registrations) by end of 2025 and thereby successfully completed this program one year ahead of schedule.

The requirements of MEE Order No. 12 in China are similar to those of REACH in the EU, although MEE Order No. 12 in China provides for greater grandfathering of substances that are already on the market.

In the United States, all substances must be approved in accordance with the TSCA and accompanied by the information required pursuant to the Hazard Communication Standard (29 CFR 1910.1200) of the US Occupational Safety and Health Administration.

The classification and labeling of chemicals enable users to become informed about the properties associated with individual chemical substances and mixtures. Bayer applies the Globally Harmonized System (GHS) for the classification and labeling of chemicals worldwide, aligning with its adoption by specific countries or regions, and particularly in instances where no alternative national or regional chemical legislation, distinct from GHS, is applicable.

In our [Sustainability Statement in the Annual Report 2025](#), we report on the handling of substances of concern and substances of very high concern according to ESRS in E2 Pollution.

Voluntary assessment of substances handled

We voluntarily apply comparable standards around the world in addition to the respective national legislation. For all handled substances with an annual volume of more than one metric ton that are not subject to data requirements under the REACH regulation, we have voluntarily undertaken to successively provide comparable minimum data sets on physico-chemical properties, environmental fate, ecotoxicology and toxicology (without animal testing). These data enable an assessment of the hazard potential of these substances and ensure their safe handling by workers.

3.3 Assessments and Testing

Our substances and finished products undergo extensive assessment and testing to ensure product efficacy and safety. We examine possible health and environmental effects along the entire value chain and use this to derive appropriate mitigation measures.

The safety of our products is our top priority. As early as the research and development stage, we assess the properties of our active ingredients and all other substances that are contained in a product and could thus impact the properties of a finished product (e.g. additives that support the actual active ingredients). We discontinue the development of active ingredients with undesirable properties, applying the precautionary principle as defined in Principle 15 of the Rio Declaration of the United Nations and Communication [COM \(2000\) 1](#) of the European Commission. However, the focus should be on a well-balanced evaluation, also considering potential benefits.

All active ingredients emerging from research are subjected to further extensive testing and assessments at the development stage that include (legally prescribed) animal studies. For more information, please see chapter 3.4 Animal Welfare. We also conduct environmental impact assessments or implement respective mitigation measures for our active

ingredients following their registration. Moreover, we help to raise questions about the impact of active ingredients on the environment and to have them addressed through sound assessments and analyses.

We carry out these assessments for our substances according to recognized scientific methods such as those described in the Guidance on Information Requirements and Chemical Safety Assessment of the European Chemicals Agency (ECHA). Should the analysis reveal potential concerns regarding the intended use of a certain substance, we take respective measures to mitigate. These can vary from revised application recommendations to the substitution of a substance. The substitution of chemicals is basically a continuous task for the chemical and pharmaceutical industry in generating new or substantially improved products and processes. This is integral to our commitment to [Responsible Care™](#). The applicable assessment steps are established in a corresponding Group Regulation.

Strict international and national laws and regulations also control the official approval and therefore development of crop varieties and plant traits and the recognition and commercialization of seeds and planting material. This also encompasses genetically modified seeds. We meet all regulatory requirements of the countries in which we distribute our crops. Extensive and intensive safety reviews of the environmental and health risks for people and animals are conducted at all stages in the development of genetically modified crops from early development onward. The results of these are incorporated into the approval procedures.

Processes are established throughout the company to address inquiries regarding products that are already available on the market. This feedback is also integrated into our respective product assessments. More information about the products of the Pharmaceuticals and Consumer Health divisions can be found under Pharmacovigilance (please see chapter 3.8 Pharmaceuticals and Consumer Health) and

about the (crop protection) products of the Crop Science Division in chapter 3.6 Crop Science.

Information on substances and products

Bayer compiles safety data sheets for all chemical substances and mixtures used, even where this goes beyond what is required by law. Safety data sheets are the central tools of communication for safety-relevant information about substances and mixtures in the supply chain. Targeting professional users, they contain information on a chemical product's properties and on how to use it safely. In addition, technical information is provided for professional use.

Appropriate packaging information is provided for all end consumer products, an example being package inserts for pharmaceuticals.

In accordance with the respective product safety and information obligations, we compile product information for raw materials, intermediates and end products, and make this information available across the company worldwide.

Commitment

We are actively engaged in product stewardship activities through our work in relevant associations and initiatives. Since 1994, Bayer has supported the [Responsible Care™](#) initiative of the chemical industry and the associated Responsible Care™ Global Charter. We participate in the further development of scientific impact assessment and are involved in several associations – such as the European (CEFIC), US (ACC) and international (ICCA) chemical industry associations and the Organisation for Economic Cooperation and Development (OECD) – and in initiatives such as the European Centre for Ecotoxicology and Toxicology of Chemicals (ECETOC).

Principles of Green Chemistry

Bayer's approach in the production of our crop protection products can be compared to the principles of Green Chemistry as follows.

Prevention, Atom Economy & Solvents and Auxiliaries: Our production processes for complex chemicals are intended to reduce inputs and to use solvents and auxiliaries as efficiently as possible. Also, processes to recycle solvents are used. This inherently reduces chemical waste. Comprehensive waste management processes are in place. Please see chapter 7. Environment.

Chemical Syntheses & Designing Chemicals: Our crop protection products are subject to very stringent regulations prescribing specific and detailed approval and registration procedures. Potential effects of crop protection products on the environment and on humans are diligently assessed in the research and development (R&D) process, starting in early development, and are also part of regulatory approval processes. Moreover, our researchers are working on the discovery of new molecules aimed at mitigating potential unintended effects. Our production processes and synthetic methods are designed to only produce these products and to inherently reduce unintended chemical products and waste. Please see chapter 3.6 Crop Science.

Design for Energy Efficiency: Our production processes are intended to use energy efficiently. In line with our targets to reduce greenhouse gas emissions, we are converting our sites to 100% renewable electricity by 2029. Please see the [Sustainability Statement in the Annual Report 2025](#).

Use of Renewable Feedstocks: In our production processes, we make use of chemicals produced by other companies. The use of chemicals based on renewable feedstock is currently limited to, for example, palm oil derivatives. In many cases, the quantities of chemicals needed for our processes are not yet available in the markets. Our

procurement screens the markets and, whenever available, technically feasible and economically comparable, we assess the use of chemicals based on renewable feed stock. Please see chapter 4. Procurement.

Design for Degradation: Our crop protection products are subject to very stringent regulations prescribing specific and detailed approval and registration procedures. We investigate the fate and effects of the molecule itself and also of its degradation products in the different compartments of the environment and for a large variety of animal and plant species. Please see chapter 3.6 Crop Science.

Real-time Analysis & Inherently Safer Chemistry for Accident Prevention: Our production processes are designed to be as low-risk as possible. This includes real-time, in-process monitoring of chemical processes, as part of our management of production processes. We also examine the applicability of principles of inherently safer design and the feasibility of a sound safety concept at a very early stage in the development of new production processes. High standards and a comprehensive management system for process and plant safety are in place and audited regularly by our health, safety and environmental protection (HSE) audit function. Please see chapter 8. Health and Safety.

3.4 Animal Welfare

Animal studies are legally required and essential from a scientific viewpoint to assess the safety and efficacy of our products. We aim to minimize the use of lab animals and to employ alternative methods whenever possible.

At Bayer, all employees involved in animal testing bear responsibility for animal welfare and are regularly trained to ensure the highest standards of animal welfare and human treatment practices. Responsibility lies in particular with the animal welfare officers and the [animal welfare committees](#). The requirements are subject to the laws of the respective

country. We respect all legal requirements pertaining to animal welfare, compliance with which is verified both by regulatory authorities and by means of internal audits. To ensure that this is the case, clear processes and rules are defined at Bayer. In addition, Bayer applies its own principles on animal welfare and animal studies, which are specified in Group Regulations. Our principles also explicitly apply to the contract research organizations (CROs) we commission and to our suppliers, whose compliance with our animal welfare requirements we regularly review. We monitor compliance with these principles within the Bayer Group and in external studies.

More than 90% of the animal studies performed by Bayer and the CROs we commission are in compliance with European standards ([Directive 2010/63/EU](#)). These EU standards are considered to be among the strictest animal welfare regulations in the world and ensure extensive protection for animals. We view it as particularly important that the sizes of cages housing our study animals meet the legally prescribed standards or even exceed them. For those CROs we commission to perform animal studies outside of Europe, we place great value on accreditation to the [Association for Assessment and Accreditation of Laboratory Animal Care](#) (AAALAC). Additionally, Bayer follows the OECD guidelines to ensure ethical and scientifically justified animal testing.

Through regular inspections, we ensure that both new and longstanding research partners are regularly audited with respect to compliance with our animal welfare requirements.

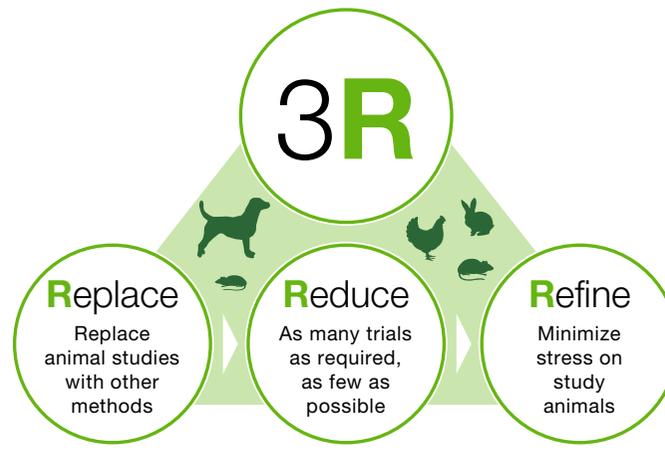
Commitment to reducing animal testing

In early active ingredient screening, Bayer continuously establishes different computer-based and in-vitro processes that help reduce the number of animal studies or the impact on animals in subsequent testing. Included in this are our activities in connection with organ-on-a-chip, a biochip method used to investigate the behavior of complete organs in vitro. In this context, Bayer has since established several

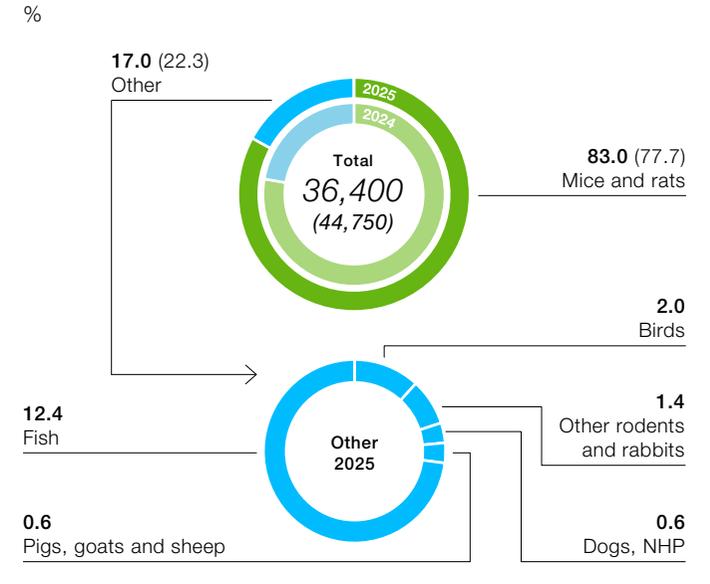
organ systems and platforms that are deployed for both toxicological and pharmacological issues.

In 2025, too, we actively participated in internationally renowned consortia, projects and validation programs geared toward achieving replacement methods. Bayer currently sponsors four projects of the United Kingdom's National Centre for the Replacement, Refinement & Reduction of Animals in Research (NC3R). Bayer led a consortium which submitted a project proposal on Virtual Control Groups to the Innovative Health Initiative. The project was positively evaluated and started its activities under the name of [VICT3R](#) ("Developing and implementing Virtual control groups to reduce animal use in toxicology research") in 2024. VICT3R comprises 37 partner organizations from 12 countries. During the 42-months duration of the project, the partners aim to revolutionize toxicology studies by replacing up to 25% of animals used in experiments with Virtual Control Groups (VCGs), setting new standards for ethical research.

3Rs Principle



Study Animals by Species 2025 (2024)



Applying performance indicators, we analyze the development of animal numbers, the distribution according to species and the impact on our test animals each year, while evaluating studies and discussing possible steps in accordance with the [3Rs principle](#) (replace, reduce, refine).

The total number of study animals used in 2025 (including animals in Bayer studies performed by contract research organizations) was 36,400, compared with 44,750 in 2024.

3.5 Protection against Product Counterfeiting

Product counterfeiting is an enormous problem worldwide, particularly due to the increase in e-commerce. We endeavor to resolutely and effectively prevent counterfeiting to ensure that our customers have access to our safe and effective original products, to protect our innovations and intellectual property rights, to reduce potential financial damage for Bayer and to safeguard the company's reputation. The basic principles of our strategic actions against counterfeit or otherwise illegal products and the corresponding organizational implementation for all divisions are defined in a Group regulation that complements the Bayer Code of Conduct.

Product counterfeiting can only be addressed internationally through a joint approach by industry, associations, government agencies and nongovernmental organizations. We advocate the resolute application and, where necessary, the tightening and expansion of existing laws and provisions that serve to enable the identification and confiscation of illegal products. We support these efforts through extensive measures of our own in the areas of production and packaging development that are designed to also enable our customers to distinguish original products from counterfeits.

Crop Science

The production, transport, trade and use of counterfeit crop protection products and illegal seeds are mainly steered by globally organized criminal networks. Online retail is becoming increasingly important for the distribution of these products. Illegal or counterfeit crop protection products are estimated to account for up to 15% of products sold, while illegal seeds make up as much as 10% of products sold.

The use of counterfeit crop protection products can lead to a lack of efficacy or severe damage of the treated crops. Additionally, these products pose a high risk to human health and the environment (including agriculture and biodiversity)

because their contents do not correspond with those of products formulated by Bayer and approved by the regulatory authorities and often contain prohibited active ingredients.

Counterfeit seeds do not possess the traits chosen by farmers upon purchase. The use of counterfeit seeds results in reduced yields, inferior produce quality or even complete crop failure, and can considerably affect the income of smallholder farmers in particular. Illegal seeds increase the risk that insect pests and diseases will develop resistances. The use of counterfeit crop protection products and illegal seeds therefore can also jeopardize the safe and reliable production of food.

Innovative packaging technology: SafetySeal and Seal Scan app

It is becoming increasingly difficult for users of crop protection and seed products to distinguish between an original and the counterfeit product. Against this background, Bayer is the first producer of crop protection and seed products to enable farmers to reliably identify original products through SafetySeal technology. The seal has optical security features and a QR code that users can scan with the interactive Seal Scan app to obtain a reliable statement about the product's authenticity. SafetySeal is found on the packaging of most Bayer bottled crop protection products that are sold in the Europe/Middle East/Africa and Latin America regions. The SafetySeal was also introduced on the packaging of selected solid crop protection products for the Egyptian and Turkish markets.

Since 2022, the SafetySeal has also been applied to seed bags for corn and oilseed rape/canola filled in Europe. In 2023, the use of SafetySeal was expanded

to sunflower seed bags in Europe, and in 2024 introduced on corn seeds in Brazil and the North Latin America region. Projects to introduce SafetySeal on vegetable seed packaging further advanced.

We support association initiatives and work closely with law enforcement authorities to prevent the introduction of counterfeit products to the market by criminal networks. Our activities in the area of crop protection products are focused on cooperating with the Chinese authorities to identify counterfeit products in the counterfeiter's production facilities already and seize them before they get exported from China. In 2025, we identified trademark infringements, for example in China, India, Brazil and Eastern European countries, and successfully asserted our rights.

Globally, we are confronted with an increasing incidence of illegal or counterfeit seeds. We therefore further expanded our internal and external action network and our globally coordinated activities to combat illegal practices in the seeds business in 2025. In close cooperation with local authorities, we seized significant amounts of illegal seeds, in Brazil, Eastern African countries and China for example, and asserted our rights against the counterfeiters.

Counterfeit products, and especially counterfeit crop protection products, are transported on a large scale by ocean freight. That's why Bayer has been cooperating with leading shipping companies for several years to jointly identify counterfeit and illegal products, prevent their transport and notify the responsible authorities for further prosecution. In addition, we participate in a cross-industry alliance with companies from various sectors.

In cooperation with the United Nations Office on Drugs and Crime (UNODC) and its Container Control Program (CCP), and also with the World Customs Organization (WCO) and

CropLife Europe, we offer training measures for customs authorities in the world's biggest seaports. These activities are aimed at enabling customs officers to reliably distinguish genuine Bayer products from counterfeit products based on packaging features and other criteria and thus detect and confiscate counterfeits more easily. Bayer supports the work of the Organisation for Economic Cooperation and Development (OECD) as regards the issue of the misuse of containerized shipments for illicit trade.

We conduct our own inspections in the market worldwide and keep a record of all signs of suspicious and potentially counterfeit or illegal products.

The use of tested and approved inputs such as seeds, crop protection products and fertilizer is an essential condition for sustainable agriculture. Bayer therefore offers training events for farmers around the world – including smallholder farmers in low- and middle-income countries (LMICs) – on the issue of product counterfeiting. The training measures convey to farmers what dangers are harbored by counterfeit seeds and crop protection products, how to distinguish between genuine Bayer products and counterfeits, and what general measures protect against the unintended use of counterfeit products. These training courses are frequently combined with our stewardship training measures within the scope of sustainable use (please see chapter 3.6 Crop Science).

We also provide our customers with extensive information on counterfeit and illegal crop protection products and seeds on our [Counterfeits in Agriculture website](#), including on how to identify counterfeit products, what risks they are associated with and how farmers can protect themselves against unintentional use of counterfeits.

Pharmaceuticals and Consumer Health

Counterfeit products that imitate the medicines of our Pharmaceuticals and Consumer Health divisions harbor considerable risks for patients and consumers. For this reason,

Bayer has established binding regulations in its uniform group-wide quality management system for reporting, registering, investigating and escalating potential pharmaceutical counterfeiting. Together with the responsible pharmaceutical regulatory authorities, we initiate the necessary measures based on investigation results and the severity of each case. These measures range from notifying business partners and medical specialist groups to recalling products impacted by counterfeiting at the appropriate recall level.

In addition to the process established in the quality management system, we have introduced a data management tool for the corporate security and legal functions. This enables assessments and reports to be compiled on activities by law enforcement authorities relating to pharmaceutical counterfeiting that were triggered by information and analyses we submitted.

Through the [Beware of Counterfeits](#) campaign, Bayer is actively addressing the problem of counterfeit pharmaceuticals. The campaign includes a website that provides information on the risks associated with counterfeit pharmaceuticals and offers tips on how patients can protect themselves against counterfeiting. The website also provides information on actual pharmaceutical counterfeiting incidents and explains how patients can distinguish the counterfeit items from our original products.

Safety features for medicinal products

Bayer protects medicinal products worldwide in accordance with the regulatory and statutory requirements of each country, including those defined by the European Falsified Medicines Directive. Directive 2011/62/EU and its Delegated Regulation (EU) 2016/161 define requirements and measures for the verification of medicinal products, including mandatory safety features on outer packaging. Bayer has implemented these safety features for prescription products since 2019.

In certain EU Member States, country-specific regulatory timelines apply for the implementation of the Delegated Regulation. In Greece, the requirements were implemented in 2025. In Italy, the competent authorities have granted an extended grace period, allowing implementation in line with national timelines until 8 February 2027.

Bayer aligns its implementation activities with the applicable national regulatory requirements to ensure compliance while maintaining supply continuity.

In addition, following the United Kingdom's withdrawal from the European Union and in the context of the Windsor Framework, Bayer implemented the required adaptations for products placed on the market in the United Kingdom, including Northern Ireland, in 2025. These adaptations ensure compliance with the applicable regulatory requirements, which became effective on 1 January 2025.

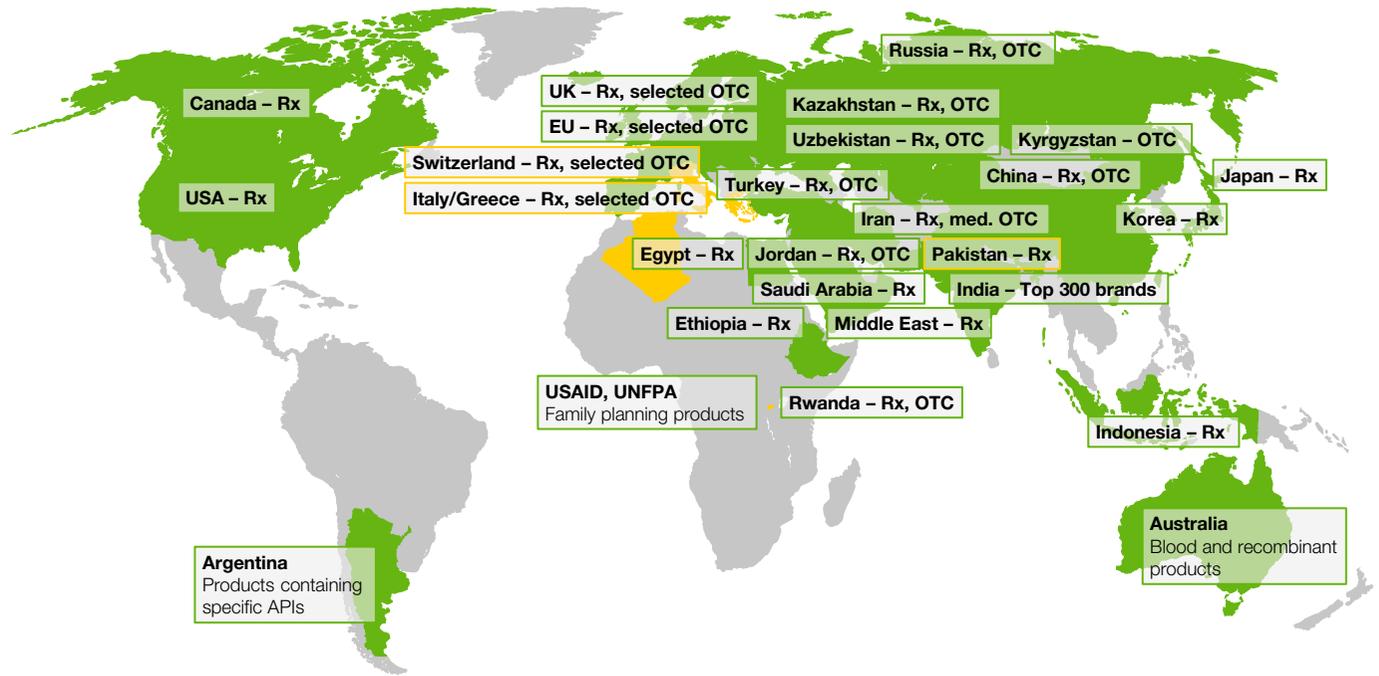
Safety features in the EU comprise two elements – an individual serialized and therefore pack-specific 2D data matrix code and a tamper-evident closure. Featuring individual serial numbers, the data matrix codes are stored for coding in country-specific databases across the EU. Wholesalers and pharmacies can verify the products' authenticity simply by scanning the code.

Together with other stakeholders, Bayer contributed to the development of the Alert Management System and has been using the European Alert Management System (EAMS) for alert handling since 2024. EAMS enables direct communication between all connected parties, allowing simpler and faster assessment of alert signals to identify potential product-counterfeiting cases. This ensures that the very small number of confirmed counterfeit products can be detected more quickly, distribution can be stopped and timely warnings can be issued to protect patients. It is possible to link existing national alert management systems with EAMS, thus enabling complete pan-European

integration. The national alert management systems in Austria, Belgium, Cyprus, France, Iceland, Germany, Poland, Slovenia and Spain are currently productively connected to the EAMS. Further national systems are planned to be connected in the next years. The daily use of the EAMS revealed needs for further improvements. Therefore, Bayer is engaged in the Alert Management Advisory Group (AMAG) reporting to EMVO and its subgroups on “Alert prevention and reduction” as well as “Alert escalation and alert closure,” representing the European Federation of Pharmaceutical Industries and Associations (EFPIA) and its members.

Safety features such as codes with individual serial numbers are also used in many other countries. The graphic “Serialization and Coding Requirements Worldwide” provides an overview of this. In other countries, such as the United States, these safety features are implemented for pharmaceutical manufacturers, and their mandatory use is being successively expanded to include additional market participants in the distribution chain. A complete track and trace system has been implemented in the United States since 2023. To ensure that all market participants, especially those along the distribution chain, have implemented the requirements, the US Food and Drug Administration (FDA) specified a further transition period of one year, during which no actions will be taken, should all measures not yet be implemented in the distribution chain. Bayer punctually introduced and fulfilled all legally specified regulations and processes in connection with the serialization of pharmaceutical producers. However, because some stakeholders were not ready even after the additional one-year transition period, US FDA granted another stakeholder specific, staggered “exemption” to ensure compliance with the regulation. Bayer supports and monitors serialization and coding requirement measures worldwide with the goal of ensuring standardized protection of patients against pharmaceutical counterfeiting in as many countries as possible.

Serialization and Coding Requirements Worldwide



■ = implemented/ongoing ■ = in preparation

Rx = prescription medicines; OTC = nonprescription (over-the-counter) medicines

In conjunction with regulatory and statutory requirements (ISO Standard 21976), we have voluntarily employed tamper-evident closures for nearly all our prescription medicines and also for many of our nonprescription products for years now to prevent packaging manipulation.

In addition, we deploy a combination of overt and hidden authentication features that to some extent offer the same level of security as the features used in bank notes and identification documents. In this connection, further suppliers of packaging materials into which the security features are integrated were additionally and specifically qualified in 2025, including in Germany, Czech Republic, Japan and

Spain. This also involves an authorization by the licensor of the high-security feature deployed. The training of further packaging material suppliers in Hungary and Spain also began in 2025.

It is important to enable the local supply of counterfeit-proof packaging materials, in part because this can strengthen local suppliers, reduce the risk of problems such as losses in the distribution channel and shorten transport routes. This in turn allows us to reduce transport-related greenhouse gas emissions while strengthening the resilience of the supply chain.

Defense against illegal products on the internet

To ensure the safety of patients and customers and to protect the integrity of our products, we continued our efforts to combat illegal pharmaceutical product offerings on the internet in 2025. These activities address illicit sales across online marketplaces, social media platforms and other digital channels that pose risks to patient safety and brand trust.

Throughout 2025, online monitoring was maintained without interruption, with targeted coverage of products with elevated counterfeiting risk. To strengthen scalability and long-term effectiveness, we transitioned to a specialized provider and upgraded our monitoring tools. Data consolidation following the transition is underway, and 2025 enforcement metrics will be included in the next reporting cycle. Ongoing monitoring continued to detect unauthorized listings and enable timely, risk-based action in digital channels.

In parallel, we continued to actively engage in industry and multi-stakeholder initiatives aimed at strengthening the regulatory and legal framework for combating illegal online pharmaceutical trade. Together with other members of the European Federation of Pharmaceutical Industries and Associations (EFPIA) and in collaboration with relevant multi-stakeholder initiatives, including the European Alliance for Access to Safe Medicines (EAASM), we advocate for enhanced obligations and accountability of online intermediaries.

The Digital Services Act (DSA), adopted by the European Parliament, represents a key regulatory milestone in this context. Its provisions align with approaches, identified jointly with partners such as EAASM, the Alliance for Safe Online Pharmacy (ASOP EU) and the

European Union Intellectual Property Office (EUIPO) to improve transparency, traceability and consumer protection in online commerce.

We also continue to support the “Memorandum of Understanding on the sale of counterfeit goods on the Internet” initiated by the European Commission. We engage with multi-stakeholder initiatives to support patient safety and the fight against illegal medicines online. Through information campaigns, research activities and publications, we contribute to raising awareness of the risks associated with illegal online medicines and support informed decision-making by patients and the broader public.

To further strengthen the resilience of our distribution chain against risks such as theft and misappropriation, Bayer has established a cross-functional Supply Chain Security Council. The Council brings together relevant internal stakeholders to assess identified threats and risk patterns across the supply chain and during transport.

This structured, cross-functional governance approach supports the systematic evaluation of potential protective measures with regard to their feasibility and applicability within Bayer's global distribution network. Based on these assessments, Bayer has introduced new Group-wide regulations for the reporting of supply chain-related incidents and defined clear roles and responsibilities. This ensures consistent standards, transparency and accountability across the global supply chain.

3.6 Crop Science

Before crop protection products and technologies can be introduced to the market, it must be demonstrated that their label-compliant use is without harm for humans and does not expose the environment to an unjustifiable risk. They therefore require official approval, which is governed by numerous international and national laws and regulations. We test products in compliance with the applicable official regulations and perform extensive risk assessments. We also comply with import regulations for importing countries and obtain product approvals in countries in which the products are to be marketed.

Management approach

Responsibility for product stewardship in Bayer's Crop Science Division lies with the divisional function of Research & Development, which reports directly to Bayer's Crop Science Leadership Team (CS LT), the highest decision-making body within the division. The ELT is led by the head of Bayer's Crop Science Division, whose position makes him a member of the Board of Management of Bayer AG.

We work continuously to improve our products and develop solutions for more sustainable agricultural practices. The focus is on optimizing product benefits, including safety for people and the environment, and applying the findings from product monitoring. For us, product stewardship is a life cycle approach that begins at the research and development stage of a new product, continues through its production, marketing and safe use, and ends with the final disposal of any waste.

We have specified our principles of responsible product management in our Group Regulation on [Product Stewardship Commitment, Principles and Key Requirements](#). This is based on established and internationally recognized standards, such as the International [Code of Conduct on Pesticide Management](#) issued by the Food and Agriculture

Organization (FAO) of the United Nations and the World Health Organization (WHO), the guidelines of the crop protection association [CropLife International](#) and the guidelines of the industry initiative [Global Stewardship Group \(GSG\)](#) for seeds and plant products. This initiative promotes, for example, the introduction of product stewardship programs and quality management systems for seeds throughout the entire life cycle and entrusts independent outside experts with the performance of audits to verify that member companies are complying with their guidelines. Our plant biotechnology sites across North America and Europe/Middle East regions were recertified for the product stewardship programs in 2025.

For more information on our target for smallholder farmers in low- and middle-income countries ([LMICs](#)), please see the Sustainability Strategy chapter.

Online transparency platform

Transparency is very important to Bayer, especially with respect to the safety of our products. Through transparency, we aim to strengthen our customers' and stakeholders' confidence in our products. Bayer was the first company in the agriculture industry to make safety-relevant data on crop protection products and genetically modified crops accessible. Summaries of scientific studies assessed by [the European Food Safety Authority \(EFSA\)](#) in connection with the registration procedures for 29 of our crop protection active ingredients are available on our [online transparency platform](#), including toxicological and ecotoxicological studies and investigations into degradability. There, we have also published summaries of scientific studies for 16 biotechnology traits within our seeds business that were previously evaluated by the responsible regulatory authorities in the United States. Comprehensive

reports on the registration studies for the approval of our crop protection products and genetically modified crops are available on specific request.

In addition, we actively address public concerns and provide clear, comprehensive information on critical agriculture-related safety topics in the news. For example, we facilitate access to information on matters such as the emergency authorization processes, our comprehensive product stewardship and risk mitigation measures to support the safe use of neonicotinoid products. We articulate how glyphosate allows farmers to control weeds effectively and help secure the livelihood of the farmers and the food supply chain and also provide information on its rigorous and extensive safety testing and oversight by regulatory agencies worldwide. We also explain why it is so important that farmers in the EU continue to have access to [flupyradifurone](#), a modern insecticide for foliar, drench, drip and seed treatment application. Additionally, we provide our detailed response to the allegation that we have withheld developmental neurotoxicity studies from the EU regulatory process and our globally applied, stewarded approach to managing highly hazardous pesticides (HHPs).

We present our principles for responsibly handling our products throughout their life cycle based on our [Group Regulation on Product Stewardship Commitment, Principles and Key Requirements](#) in the sections below.

Research and development (R&D)

We use the latest knowledge and technologies to develop products and services so that we can continuously optimize their [efficacy and safety for people and the environment](#).

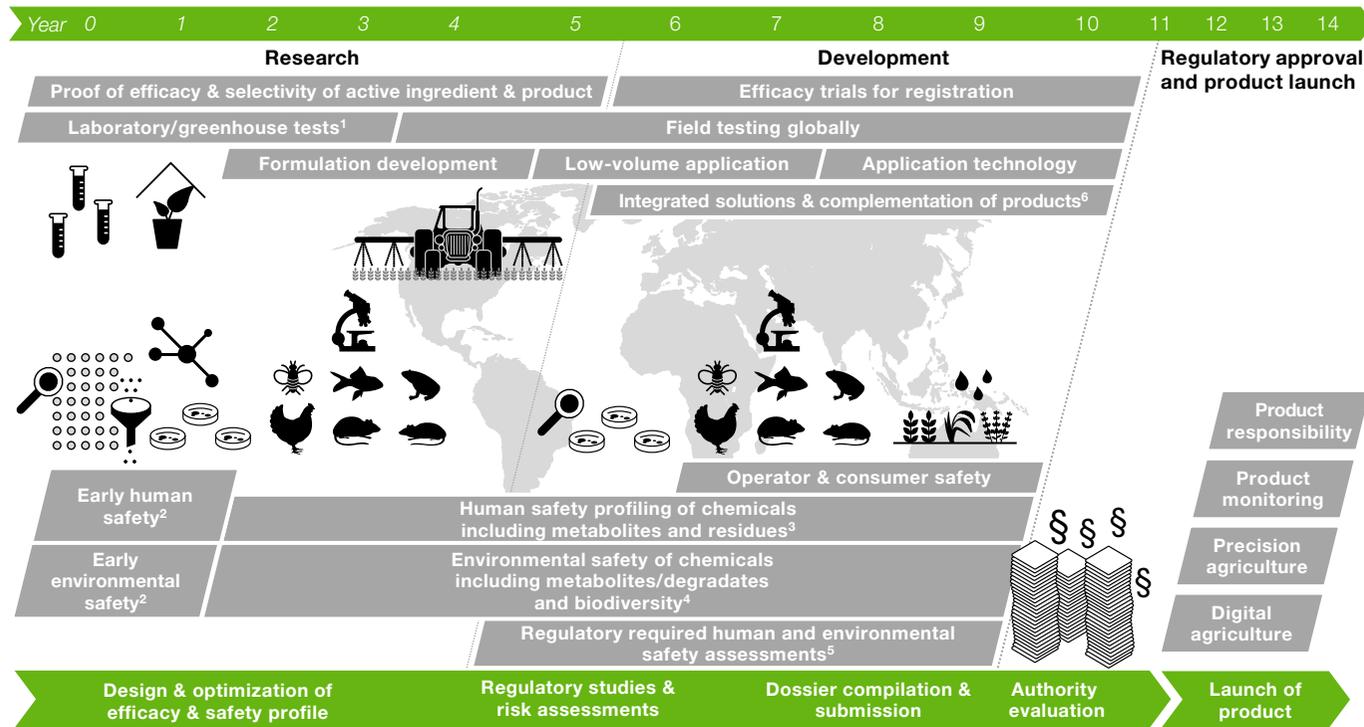
As part of the testing process, chemical and biological crop protection products are examined early in the development phase regarding their mode of action, their (eco)toxicological properties and the extent of potential residues in plants and the environment to ensure that we only continue to develop those products with the best safety profile. It usually takes 12 to 14 years to develop a new active ingredient for crop protection products.

Development and in-licensing projects for crop protection products whose acute toxicity is classified as WHO class 1a or 1b, are not pursued. We market only those crop protection products whose active ingredients are registered in at least one OECD country or a country with a mature risk-based regulatory framework.

Each R&D project must undergo a thorough safety assessment as defined by the respective regional and country regulatory environments, following a risk-based approach that often exceeds these country requirements – particularly in low- and middle-income countries (LMICs). This risk-based approach takes account of local agronomic use conditions in LMICs, especially common local application techniques that are not widespread in Europe or the United States (e.g. manual application of crop protection products or on-farm seed treatment). For these scenarios, we have developed relevant exposure models globally that consider actual use conditions. They are consistently applied before triggering development work for new products. R&D projects that we do not consider safe under the current use conditions are not pursued further. The development of genetically modified seeds is also subject to extensive international guidelines and stringent national laws and regulations.

We have specified internal processes in a Group Regulation to ensure a responsible approach to biotech-based manufactured products throughout their entire life cycle. For more information on plant breeding and genetically modified seeds, please see the Focus on: Agriculture chapter.

Research & Development Process for Crop Protection Products



¹ Profile-driven chemistry design & in-vivo biological studies, incl. in-silico design, virtual ligand-based screening, target-based vitro screening, biological vivo screening powered by Artificial Intelligence (AI)

² Including in-vitro screening and in-silico approaches (including on nonbioaccumulation)

³ Including in-vitro and in-vivo studies (mammals) on acute, subchronic, chronic toxicity; mutagenicity, carcinogenicity, teratogenicity, reproduction; endocrine disruption, residues (e.g. plants, animals); dietary and nondietary risk assessments

⁴ Including risk assessments and research on biodiversity & ecosystems, as well as acute and long-term effect investigations on nontarget organisms, e.g. on algae, daphnia, fish, birds, bees, soil organisms, plants; environmental behavior in soil, water and air; endocrine disruption; drinking water

⁵ Including data from previous research and in addition the regulatory-required safety studies & assessments, e.g. in/on nontarget organisms, environmental behavior & corresponding environmental exposure, metabolism and degradation in plants & animals, residues, acute, subchronic, chronic toxicity in mammals, endocrine disruption

⁶ Integrated solutions; complementation with nonchemical and biological solutions

CropKey – using artificial intelligence (AI) in R&D to design new crop protection solutions

CropKey, our novel and innovative approach to crop protection chemistry relies on breakthrough technology – such as computational target and profile driven discovery – to design entirely new, sustainable crop protection solutions. Our ambition is to unlock new ways to protect our crops, going

above and beyond current standards, and to potentially further reduce the impact of crop protection on the environment substantially.

CropKey is supported first by a Target Based Discovery process. It consists of identifying in each biological pathway the right target, or protein that can be thought of as a “lock” and

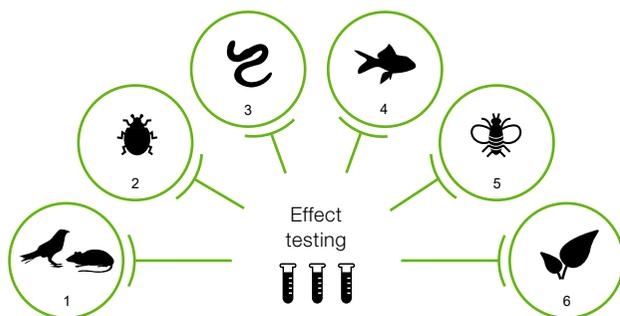
that is unique to the pest species. With more scientific understanding than ever before about the makeup of living organisms and their complex biological processes in any given environment, by using AI and machine learning we can identify the complex interdependencies between a theoretically unlimited number of organisms, singling out unique proteins (in the same way that locks are unique) far faster and with greater accuracy than ever before. Using computational predictive modeling, we design a crop protection molecule according to predefined safety and sustainability profiles that will inhibit the identified target protein – a second process called Profile Driven Discovery. The molecule designed can be thought of as a precise “key” for the unique lock. The uniqueness of the lock in a given pest organism and the precision of the key means that other nontarget species are protected.

Environmental safety

We take aspects of environmental safety into account very early on in the process of designing a new active molecule for a crop protection product. This includes the design of active molecules that can degrade in the environment and have with no unacceptable effects on environmental nontarget organisms in the spirit of “safe by design.” Therefore, our 600 specialized researchers globally conduct experiments in vitro, in vivo, in the lab and in the field. Our studies are conducted according to internationally agreed test guidelines (e.g. OECD) and under Good Laboratory Practices (GLP), which ensures the best possible study quality, reliability, documentation and traceability. We also use scientific literature, biomonitoring data and computer models.

We investigate the fate and effects of the molecule itself and of its degradation products in the different compartments of the environment and for a large variety of animal and plant species. Combining the results from effect and exposure-level testing, we can quantify the environmental risk.

Effect Testing (ecotoxicology)

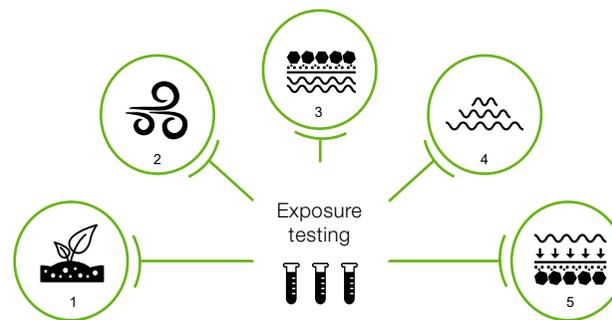


- ¹ Birds & mammals: acute (mortality) and chronic (reproduction) effects on birds and mammals from exposure to residues in feed items
- ² Nontarget arthropods: effects on survival and reproduction for arthropods like beetles, spiders and mites – both in the field and in field margins
- ³ Soil organisms: acute and chronic effects on earthworms, soil macro-organisms (e.g. soil mites) and micro-organisms (bacteria)
- ⁴ Aquatic organisms: acute and chronic effects on all levels of aquatic food chain/web – algae, plants, invertebrates and fish
- ⁵ Bees: mortality of individuals as well as honeybee colony health after oral and contact exposure for honeybees and – if required – other bee species
- ⁶ Nontarget plants: effects on seeds and young plants outside of the cropped field

// Testing of side effects on the environment (ecotoxicology): Toxicity to different species is tested – usually we look at up to 60 species from different trophic levels and taxonomic groups that are sensitive to chemicals, widespread and representative of the biology and ecology of other species. To protect them, we investigate effects of our technologies on their survival, development, growth, behavior and reproduction.

// Exposure testing (environmental fate): Laboratory and field experiments as well as model calculations and monitoring programs are used to investigate and understand the distribution of substances between the different environmental compartments (soil, groundwater, surface water, air and sediments), how and how fast they degrade and which metabolites they form. Identified metabolites are investigated in the same way to understand their environmental fate, too.

Exposure Testing (environmental fate)



- ¹ Soil: time it takes until a substance is degraded; adsorption and desorption studies describe the immobility or mobility
- ² Air: volatility of a substance to check its potential to evaporate into the air
- ³ Groundwater: likelihood and concentration level of active ingredient or its metabolites reaching groundwater
- ⁴ Surface water: degradation and distribution of active ingredient or its metabolites in surface water bodies
- ⁵ Sediment: degradation and distribution of active ingredient or its metabolites in sediments

Using this scientific data, we evaluate the risks of the product, and we define the conditions under which the products can be used safely. These conditions are written on the product label, which are the instructions a grower needs to follow when using our products. The product will cause no unacceptable harm to the environment (as defined by the specific protection goals set by the regulators) if it is used according to this label. We support farmers worldwide in the professional handling of our products. For more information about this, please see our [website](#).

Around the world, regulatory authorities systematically check our data, risk assessments and labels, and perform their own risk evaluation before they authorize (or do not authorize) a product to be launched on the market. In the EU, a typical dossier for the registration of a new active molecule consists of 130 studies on ecotoxicology and 20 studies on environmental fate.

In many countries, the safety of our products is re-evaluated by authorities (e.g. every 10 to 15 years in the EU) in view of the latest status of science and regulations. Old chemicals are progressively withdrawn from the market and replaced with new products with an improved safety profile. For crop protection products over the past years (2020–2023), we conducted more than 1,600 studies on ecotoxicology and around 270 studies on environmental fate.

Human safety

Human safety is considered from the very beginning of the process of designing a new active molecule for a crop protection product. Guided by screening data, the support of novel technologies for the comparison and assessment of large data sets improves the optimization of new active ingredients toward agronomic efficacy and the exclusion of unwanted effects.

To investigate potential acute, sub-chronic and chronic effects, we conduct safety studies according to internationally agreed test guidelines (e.g., OECD) and under Good Laboratory Practices (GLP), which ensures the best possible study quality, reliability, documentation and traceability. We also consider current scientific literature, modeling and read-across approaches (which use existing data from similar chemicals to enhance our understanding of a new chemical's potential effects).

In addition to toxicity studies, we investigate metabolism in animals and plants to characterize the degradation products that humans might be exposed to and quantify exposure through application scenarios measuring residues in food, feed and animal matrices.

The combination of hazard and exposure informs us about potential risks for operators, workers, residents and bystanders as well as consumers, and assessments are performed according to the requirements of the regulatory

authorities or our own internal safety standards. For more information about this, please see our [website](#).

Studies and regulatory approval

Our [BASE \(Bayer Societal Engagement\) principles](#) set out the principles of Good Scientific Practice, especially in relation to the transparency of studies conducted including publication and collaboration.

Before a crop protection product is approved for use on the market, safety studies must be conducted in accordance with scientific principles and quality standards mandated by regulatory agencies to safeguard the health of people, animals and the environment. Usually, more than 150 different studies are required to evaluate and demonstrate the safety of a crop protection product.

These studies are conducted either using the services of renowned and accredited service providers that work according to GLP and follow internationally approved guidelines or in our certified in-house testing facilities. GLP are principles outlining how safety studies are planned, performed, monitored, recorded, reported and archived to maintain the quality and integrity of study data that supports regulated products.

Sponsorship is disclosed on the cover page of the study reports that are part of the regulatory dossier submitted to authorities. Regulatory authorities conduct independent audits on companies' processes, test facilities and studies to confirm compliance with GLP standards.

OpenLabs

Through the [OpenLabs program](#) initiated in 2020, we offered the public the opportunity to visit our site in Monheim, Germany, to observe our scientists as they carry out a safety study. Due to the COVID-19

pandemic, we replaced the Monheim onsite visitor program in 2022 with a new virtual visitor platform, [Bayer OpenLabs 360° Crop Protection](#), which allows visitors, at any time and from anywhere in the world, to observe how we collect data on the safety of our crop protection products by complying with guidelines and with GLP. In 2025, we further expanded our virtual visitor platform by launching [Bayer OpenLabs 360° Genetically Modified Crop](#), enabling the public to see how Bayer conducts vigorous studies and assesses the safety of our genetically modified crop products, featuring our Research and Development site in Chesterfield, Missouri, United States. Since their respective launches in 2022 and 2025, both OpenLabs 360° platforms and related online events have enabled our scientists to engage with visitors and answer their questions live.

Product registrations

For the approval and re-evaluation of crop protection products across the globe, operator safety, consumer safety and environmental safety studies and assessments have to be submitted. However, not all countries' regulatory systems apply equally stringent risk assessments. We apply the evaluation criteria of our [Bayer Crop Protection Safety Standards](#) as well as stewardship measures to ensure that our crop protection products are safe when used according to label instructions.

We have shared our crop protection operator safety standards on our website. These voluntary standards reflect the guidelines and standards of international organizations such as the FAO of the United Nations, the WHO and the OECD, as well as those of reference regulatory authorities around the world. These safety standards use information on the toxicological profile of the active ingredients and crop protection products and their behavior during and after use.

For more information on our approach to the development and use of crop protection products, please refer to our [Product Development Report](#).

Production, packaging, storage and transport

Health, safety, environmental protection and quality are a top priority for Bayer at all its sites around the world where crop protection products or seeds are produced. A health, safety and environmental protection (HSE) management system with uniform standards applies Group-wide. For more information, please see chapter 7. Environment. Product manufacture at our sites is performed according to the quality management standard ISO 9001. As with our suppliers, we expect our third-party producers to conduct their business with Bayer in accordance with the requirements of our [Supplier Code of Conduct](#). For more information, please see chapter 4. Procurement.

Labeling and packaging

To allow safe use and product identification, crop protection products must be labeled. The [FAO Guidance on Good Labelling Practices for Pesticides](#) (FAO Guidance) and the underlying Globally Harmonized System (GHS) for classification and labeling of chemicals are the relevant and acknowledged international standards.

At Bayer, overarching and uniform requirements regarding labeling and packaging of crop protection products are included in our Group Regulation on Product Stewardship Commitment, Principles and Key Requirements, among other regulations. Our product labels follow FAO Guidance and the GHS and comply with local regulatory requirements for classification and labeling. In countries where there are no specific requirements for labeling, our crop protection products are classified and labeled in accordance with the FAO Guidance and the GHS. When local regulations deviate from the FAO Guidance and the GHS, we use this reference to advocate for label improvements whenever possible.

Packaging materials used for crop protection products are certified according to the [UN Transport of Dangerous Goods Model Regulations](#). These refer to the mechanical stability of the packaging as well as the compatibility of the packaging material with the contained chemicals. Packaging is registered in the countries of sale according to the locally required regulations.

SiO_x plasma coating

Together with our project partners, a spin-off company of the University of Aachen and one of our packaging suppliers, we are developing a silicon oxide plasma-coated packaging as a novel barrier technology for high-density polyethylene (HDPE) crop protection containers. This innovation, called SiO_x plasma coating, aims to replace the current technology of coextrusion, which relies on an internal barrier layer of a different, non-HDPE plastic material to limit the permeation of formulation ingredients through the container wall. Whereas a multi-material packaging typically poses challenges because of its limited recyclability, the SiO_x plasma coating generates a 100% recyclable solution ([RecyClass](#) certified). According to an independent LCA (Life Cycle Assessment) study, it is estimated that the manufacturing carbon footprint of 5L containers is reduced by approximately 30%, compared to coextruded packaging with polyamide as a barrier layer. As the first company to bring this technology to market, Bayer will begin implementation in two countries for the 2026 season, advancing its efforts in sustainable packaging solutions.

We also ensure that our products are stored and transported according to the applicable legal and regulatory requirements. For more information, please see chapter 8. Health and Safety.

Marketing, sales and distribution

Our Code of Conduct establishes how we interact worldwide with various stakeholders.

Marketing and sales

We are committed to ethical marketing and sales practices that meet the standards set by external regulations and codes of practices, in particular the laws and regulations dealing with advertising and marketing practices, the applicable global, regional and local industry codes relevant for our business as well as rules on data protection and the privacy of customer or consumer information.

The Group Regulation on Integrity & Responsibility in Communications and Marketing holds our employees, contractors and agencies accountable for ensuring that communications and marketing activities and materials are compliant, appropriate, honest, fair and respectful. Please also see the Compliance chapter.

In line with our [Group Regulation on Product Stewardship Commitment, Principles and Key Requirements](#), which is based on the [International Code of Conduct on Pesticide Management](#) issued by the Food and Agriculture Organization (FAO) of the United Nations and the WHO, we adhere to ethical marketing and sales practices that meet applicable regulations. Our Group Regulation on Stewardship and Compliance Incident Management ensures the management and the investigation of external complaints.

Distribution

In its distribution of crop protection products and technologies, Bayer follows the [International Code of Conduct on Pesticide Management](#) of the FAO of the United Nations and the WHO. Our principles are defined in our [Group Regulation on Product Stewardship Commitment, Principles and Key Requirements](#).

Self-commitment

Our crop protection products are classified according to their WHO acute toxicity class, and this classification is maintained in our internal database. Internal processes ensure that no new product with a WHO class 1a or 1b

category can be marketed. In addition, since 2012, we have no longer sold WHO Class 1a or 1b agricultural crop protection products, despite continued formal authorization to do so. We also withdrew registrations on WHO Class 1a or 1b agricultural crop protection products.

Not all our crop protection products are registered in Europe. This is due to a variety of factors, including different customer needs and agricultural practices that vary between regions and countries outside Europe. These variations are often influenced by differing climatic conditions, which in turn affect the types of crops grown, as well as the prevalence of pests, diseases and other agricultural challenges. These crop protection products are registered in accordance with national regulations outside Europe. Bayer complies with international regulations, e.g. the UN Rotterdam Convention concerning the export of such products that could be produced in Europe but are not registered in Europe, being registered instead in the importing country.

We regularly review the products we offer in emerging markets and developing countries with respect to the applicable specifications for ensuring the safety of our products and reducing the risks associated with their use. We voluntarily withdraw such products from the market if identified risks cannot be limited sufficiently. For more information on the safety of crop protection products, please see our [website](#).

To ensure the safe use of our crop protection products based on adequate research, we made an important voluntary commitment – we market only those crop protection products whose active ingredients are registered in at least one OECD country or a country with a mature risk-based regulatory framework. OECD data packages require the preparation of complete dossiers for crop protection products and their active ingredients in support of regulatory decisions in OECD countries. They include the findings of all test and study reports and other relevant information submitted by the company and other interested parties.

This data needs to be made available to facilitate checking by regulatory authorities as a basis for decision-making with respect to the approval of individual active ingredients, the registration of crop protection products, the establishment of a maximum residue limit, or the determination of an import tolerance, as appropriate. The guidance contained in the OECD package can be used by regulatory authorities, where the evaluation of extensive data submissions is necessary.

For the marketing of genetically modified seeds, we have established internal processes and defined the requirements for the responsible use of biotechnology in our [Group Regulation on Product Stewardship Commitment, Principles and Key Requirements](#).

Counterfeit products

Counterfeit products harbor substantial risks for users and the environment. For more information on our strategy for preventing product piracy, please see chapter 3.5 Protection against Product Counterfeiting.

Integrated weed management

Bayer offers farmers sustainable integrated weed management (IWM) programs to help guide them through science-based, best practices for crop protection and herbicide stewardship. These customized solutions show farmers the benefits of a holistic approach to weed management, for example using crop rotation, planting cover crops or utilizing multiple modes of action or other cultivation practices.

IWM is a systematic approach for long-term weed management and is particularly useful for managing and minimizing herbicide resistance. Thus, incorporating a combination of weed management measures helps to sustain weed control systems over time and maintain farms' ability to provide productive harvests while protecting the soil by helping to reduce soil erosion and increasing soil organic matter levels.

Bayer ForwardFarming

[Bayer ForwardFarming](#) promotes sustainable and regenerative agriculture by fostering dialogue and showcasing on-farm practices with independent farmers. Together with farmers and scientific experts, we are improving and pioneering agronomic practices with a strong focus on improving soil health, biodiversity conservation, environmental impact reduction, carbon-neutral agriculture and water conservation, for example.

On ForwardFarms, we share how end-to-end stewardship solutions, including integrated crop management and resistance management, can be put into practice. In this context, ForwardFarmers demonstrate modern cultivation techniques and the sustainable and safe use of seeds and crop protection products, as well as managing resources responsibly.

We aim to inspire a greater number of farmers to adopt regenerative agricultural systems that produce more with less while restoring nature. Via the worldwide ForwardFarming network we promote dialogue and the exchange of ideas and findings among a wide range of stakeholder groups via in person-visits.

The global network currently includes 16 ForwardFarms spread across Europe (4), North America (1), Latin America (6) and Asia (5). In 2024, a network of currently 14 independent farms in Argentina and Uruguay was established under the ForwardFarming Members Model framework. These farmers share their agricultural practices and advocate the adoption of regenerative agriculture within their communities.

Responsible use of crop protection products

Bayer's consistent safety standard aims at ensuring that our crop protection products are safe for humans (from operators to consumers) and cause no undue harm to the environment if used according to label instructions. Aside from our high safety standards for the crop protection products we sell, we conduct a wide range of product stewardship activities that are aligned with the [International Code of Conduct on Pesticide Management](#) issued by the FAO of the United Nations.

Training

Through targeted training courses, we show farmers, seed treatment professionals, distributors and other users how to use our products both effectively and safely to maintain healthy plants and thereby increase the yield and quality of their harvested goods. Our objective is to continuously increase the outreach of our training activities through more widespread use of digital media.

The training courses cover many aspects including the safe handling of our products during use, transport, storage and disposal, the correct use of protective clothing and equipment, and first aid measures in the event of emergencies. The training topics can be adapted for specific target groups, a particular crop being used in cultivation or a particular product, according to local requirements. Our training materials are available in various formats – from on-site presentations to brochures, videos, posters, manuals and live chats. In addition to special training measures for farmers and those who use crop protection products, we also combine training activities with events such as product launches or field days to reach a large number of farmers and distributors. Our training videos on the safe handling of crop protection products are also available [online](#).

As of 2025, we have reinforced a hybrid training model that combines the accessibility of virtual formats (originally expanded during the COVID-19 pandemic) with a full return

to in-person sessions wherever feasible, ensuring both flexibility and effectiveness in our training approach. The flexible approach and use of digital tools enabled us to reach almost 4.1 million external contacts worldwide (e.g. farmers, field workers, distributors, retailers and other stakeholders in the agriculture industry), including around 3.4 million smallholder farmers. We continued to focus many of our training activities in countries where legal requirements for farmer certification in the safe handling of crop protection products remain limited or are not yet enforced. Most of the people we trained were in Asia, followed by Africa and Latin America. Our partnerships enable us to increase the reach of the activities and conduct joint events, for example with universities, information centers or local, regional and international associations.

Bayer also trains farmers in various technical areas in the correct use of individual products. This includes training as mandated by regulatory agencies in the jurisdiction of use.

Additionally, Bayer trains internal staff on the responsible use of pesticides at our sites during product research and development, plant breeding and seed production. In North America this training has been formalized as part of our internal pesticide management programs (Responsible Use @ Bayer) to enhance pesticide knowledge and is leveraged to increase Bayer's understanding of how to improve overall pesticide safety training for our products.

Bayer Safe Use Ambassadors

Besides training farmers, we are also engaged in training agricultural students and physicians in LMICs through our [Bayer Safe Use Ambassador](#) initiative. Our goal is to advance farmers' safety and reduce the environmental impact of crop protection products through knowledge transfer and empowerment.

Since 2017, through the initiative, we have partnered with more than 60 universities across Asia/Pacific and Africa.

In collaboration with agricultural universities, we offer students training in the safe use of crop protection products, prioritizing safety for both users and the environment. These students then become safe use ambassadors and transfer their knowledge to farmers during internships.

In the medical sector, we provide physicians and poison control centers with guidance about the hazards, toxicity and treatment of crop protection product poisoning as well as the treatment of snake bites. Since 2023, the program has been connecting the medical sector in Africa, fostering exchange and building knowledge among healthcare professionals. More than 2,000 medical professionals and agriculture students and Bayer employees participated in the safety training sessions and the latest medical webinar series, "One Health: Pesticide Toxicology & Management of Poisoning," where they learned about prevention, treatment and safety in the field.

Product stewardship for glyphosate

The nonselective herbicide glyphosate is used in many countries for effective, simple and cost-effective weed control. The active ingredient was first introduced in 1974 and has since been marketed under a number of different tradenames in hundreds of crop protection products by several dozen different companies worldwide. Glyphosate works in plants by specifically inhibiting an enzyme that is essential to plant growth. This enzyme is not found in the cells of humans or animals.

Glyphosate use enables conservation tillage, which brings its own benefits in terms of reduced soil erosion, improved water retention in soil and lower greenhouse gas emissions. In agricultural systems where glyphosate-tolerant crops are not available, glyphosate provides benefits for farmers and the environment by

simplifying weed management, reducing the need for mechanical tillage and enabling the adoption of cover crops. Outside of agriculture, glyphosate delivers benefits for noxious or invasive weed control.

Glyphosate has a proven track record of 50 years of safe use when used according to label directions. This is confirmed by science-based evaluations conducted by European regulatory bodies such as the [European Food Safety Authority \(EFSA\)](#), the [European Chemicals Agency \(ECHA\)](#) and the German Federal Institute for Risk Assessment (BfR), and other leading regulatory authorities such as the EPA and the Canadian governmental authority for pest control belonging to the Department of Health (Health Canada Pest Management Regulatory Agency [PMRA]).

Glyphosate's environmental safety profile underlies its ability to be used in many diverse settings. Detailed reviews by the EFSA, PMRA and other regulatory authorities have concluded that approved uses of glyphosate-based herbicides are unlikely to cause adverse effects on the environment. In the United States, EPA scientists reached the same conclusion following their primary environmental review and have initiated a final step in the re-registration process to ensure current uses account for potential effects on endangered species. This is a standard review for all crop protection products in the United States and can take several years to complete. Bayer scientists reviewed the draft report on endangered species and engaged in the public comment period.

Extensive information on the public discussion surrounding the safety of glyphosate for users and the environment is available on our website. For information on the lawsuits against Bayer in the United States,

please see [our website](#) and the [Annual Report 2025](#) under Note [30] to B Consolidated Financial Statements (Legal Risks).

It is of central importance for Bayer to offer farmers a broad range of solutions to improve the sustainability and productivity of their operations.

Glyphosate will continue to play an important role in agriculture and in our product range. Additionally, we plan to invest around €5 billion in the current decade to research additional weed control methods and thus provide farmers with more options in the future. This includes the development of an entirely new herbicide mode-of-action for broadacre weed control, the first in the industry for over three decades. This molecule has demonstrated effective control of key resistant grasses in research and is expected to be commercialized toward the end of this decade.

Product monitoring

We provide our customers with comprehensive, transparent and reliable information about our products and services in accordance with our Group Regulation on Integrity & Responsibility in Communications and Marketing. Users of our products can contact us through a range of communication channels should they have inquiries or complaints, or if they wish to report any incidents. These channels include both direct contact with our sales staff and hotline numbers printed on our product packaging.

We follow up on incidents relating to our crop protection and seed products reported anywhere in the world and manage the incidents with the aid of a dedicated incident management system. Reported incidents are classified based on severity and risk. We have enacted clear guidance on handling

incidents through our Group Regulation on “External Adverse Incident Management for Crop Protection Products.”

Our incident management system along with ongoing product use screenings serves as a key reference point for monitoring the safety of our products and identifying areas of improvement. In general, steps to mitigate risks can vary from increased training efforts, change of formulation, revised application recommendations and use limitations, to product withdrawal. This is fully in line with the FAO/WHO International Code of Conduct on Pesticide Management and the FAO [Guidelines on Highly Hazardous Pesticides](#) (HHPs).

Bayer follows a globally applied, stewarded approach to managing HHPs grounded in the FAO-WHO ‘Guidelines on Highly Hazardous Pesticides’ and the FAO-WHO International Code of Conduct on Pesticide Management.

Bayer leverages its stewardship capabilities – for our entire portfolio – from product development decisions to risk mitigation based on agricultural needs and local crop/use-scenarios.

Furthermore, Bayer stopped selling WHO Class 1 crop protection products (FAO HHP criterion #1) in 2012, and we comply with the relevant applicable requirements issued in the Rotterdam Convention and Stockholm Convention as well as in the Montreal Protocol.

Today, HHP-related sales account for a low single-digit percentage of the sales of the Bayer Group.

Our incident management system also analyzes data from national poison control centers, where available. We work with hospitals and poison control centers to further improve their incident management capability and data quality, also with the support of CropLife International. Since 2022, we have also engaged with medical professionals through our

[Bayer Safe Use Ambassador](#) Initiative, in which we encourage physicians in LMICs that do not have national incident monitoring institutions to report any incidents related to the use of our crop protection products directly to us.

Use of digital technologies

For Bayer, digital technologies are key enablers for creating a better balance between agricultural productivity and environmental conservation. One of the goals of digital farming is to use resources such as water, and crop protection products, more efficiently and to sustainably increase productivity while protecting human and environmental health.

Utilizing these new technologies makes it possible to reduce the resources needed for crop production, while also promoting the safe and responsible use of crop protection products. For example, the use of satellite and drone data means that even slight differences in the field can be considered, and crop protection products can be individually and precisely applied in the required amount only where they are needed (targeted/zone/spot spraying plus variable rate application).

In 2025, Bayer continued its strategic efforts on drone technologies, for example for the targeted treatment of crops with crop protection products. Through these efforts, we strive to provide farmers with reliable and high-quality spray applications. At the same time, we are collaborating with local professional drone spray service providers, who are also present in regions with large numbers of smallholder farmers as they can boost productivity and increase operator and farmer safety at the same time. Through our [Leaps by Bayer](#) unit, we also invested in a company with their own drone service programs.

We place emphasis on quality and safety throughout the trials we perform with drones. The existing guidelines on the safe use of drones have been further refined. We worked together with regional and global CropLife organizations, such as CropLife Asia, [CropLife America](#), and CropLife International to frame guidance documents and websites for the application of crop protection products through unmanned aerial systems (UAS). In various countries, we conduct corresponding training courses for our employees and those of our research partners, often virtually. To further refine guidelines and enrich the data set needed for risk assessments, Bayer is engaged in various initiatives, such as the [OECD Working Party on Pesticides Drone/Unmanned Uncrewed Aerial Spray Systems \(UASS\) Subgroup](#), and is playing a leading role in the Unmanned Aerial Pesticide Application System Task Force ([UAPASTE](#)), which was formed in December 2021 by pesticide manufacturing companies that are jointly developing data to support the use of UASS for pesticide applications globally. Bayer provided leadership in the UAPASTF effort to publish a best management practice (BMP) document for UASS-based applications; this document is being utilized by stakeholders to create national or regional BMP documents. Additionally, in 2025, the UAPASTF submitted the first-ever data of Good Laboratory Practices (GLP) spray drift field trials using UASS to the U.S. Environmental Protection Agency (EPA), Health Canada's Pesticide Management Regulatory Agency (PMRA), Australia's Australian Pesticides and Veterinary Medicines Authority (APVMA), and the United Kingdom's Health and Safety Executive (HSE) Chemicals Regulation Division (CRD). The UAPASTF also began an extensive drone operator survey that will inform potential occupational exposure risks, and Bayer supported the analytical phase of crop residue work for drones being led by Agriculture and Agrifood Canada. To support the targeted and precision application of pesticides, our employees have engaged in stakeholder

forums such as the European Precision Application Task Force ([EUPAF](#)), the Center of Excellence for Regulatory Science in Agriculture (CERSA), the American Society of Agricultural and Biological Engineers (ASABE), the American Chemical Society (ACS), and the U.S. Make America Healthy Again ([MAHA](#)) Commission and have contributed pesticide expertise for guidance documents, publications, standards, and/or policy recommendations.

Sensors on the latest tractors and harvesters can supply important information on plant health and yield data. Along with other data, this is incorporated into the digital applications developed by the digital farming unit of Bayer to help farmers achieve more efficient and sustainable agricultural operations. We have taken a leadership role in the development and establishment of an OECD Working Party on Pesticide Community of Practice focused on creating the international alignment and recommendations for the infrastructure needed to implement digital labels and use instructions that would eventually speed up product registrations and enable direct actions to be implemented by software and machinery for crop protection purposes. This project leverages our support for currently running national/regional digital label projects (i.e. in Canada, United States and the EU).

With digital tools such as [MagicScout](#) and [MagicTrap](#), a digital yellow trap for pest monitoring, we aim for crop protection products to be applied in the right amount and only when needed, for example through faster identification and documentation of causes of damage such as weeds, pests and diseases.

Our digital farming platform [FieldView™](#) enables farmers to use data to optimize their agricultural inputs (costs) used on the field and to improve their output (yields). This takes place through the sensor-based collection and storage of

large volumes of machine-generated agronomic and machinery-related data directly in the farmers' accounts. The application of this data not only enables farm management to be economically sustainable by providing higher return on investment but can also create substantial advantages for the environment. Thanks to precision agricultural machinery and digital tools, inputs such as seeds, water and crop protection products are only used when and where they are necessary. [FieldView™](#) is currently available in North America, South America, Europe, Turkey, South Africa and Australia.

We launched [ForGround](#) in 2022. This farmer-first digital platform offers growers tools and resources, as well as the potential to earn revenue through participation in the Bayer Carbon Program, for the adoption of more sustainable practices such as cover cropping and reduced tillage. [ForGround](#) is expanding and evolving beyond carbon sequestration (part of the Bayer Carbon Program) to explore other approaches and collaborations that could enable farmers to make a positive impact in their business operations and on the environment. [ForGround](#) is currently available in North America.

Water protection

Avoiding discharges of crop protection products into water bodies is an important aspect of sustainable agriculture. Alongside point source discharges into water bodies that can occur during the handling of spraying devices, diffuse substance discharges from treated fields can also play a significant role. That is why many of our training measures for farmers also focus on protecting water bodies in the context of the correct use of our products.

To avoid point source discharges, Bayer recommends the use of biological remediation systems such as Phytobac™, which are offered by third-party manufacturers. Phytobac™ is designed to prevent water contamination with residues of crop protection active ingredients generated during the filling and cleaning of spraying devices or the disposal of residual liquids. This solution is increasingly being used in several countries. In Europe, around 5,000 Phytobac™ systems are currently in operation. Demonstration farms using Phytobac™ systems have been implemented in Australia, Canada, China, Thailand, Argentina, Brazil and Colombia.

Further, we support the implementation of closed transfer systems. Closed transfer systems help prevent spills of crop protection products and hence help to further increase convenience, operational safety and environmental protection. This is consistent with the CropLife Europe commitment to making closed transfer systems universally available to European farmers and operators by 2030.

We jointly developed the “easyFlow” system with a partner, which has been available to farmers for several years already. Additionally, Bayer has joined the cross-industry group developing the “easyconnect” closed transfer system. Work on the pilot for the system in the Netherlands is ongoing, with the first implementations performed in the 2025 season.

Protecting pollinators and other beneficial insects

Bees and other pollinators are important for sustainable food production, and we also depend on healthy pollinators in our seeds business. We are actively involved in various projects and research activities to protect bees and other pollinators.

Bayer shares the concerns about currently declining insect populations and has published a [position](#) on this issue. To contribute to a clarification of the causes of this decline, we had established a dedicated working group to address the issue and have conducted [major studies](#) to [evaluate the](#)

[factors leading to this decline](#), which ultimately will help developing measures to counter the trend. One of the key factors that has been identified as a driver of insect decline is habitat loss and landscape structural changes. We are addressing this topic in a long-term project in southwestern Germany where it could be clearly shown that ecological enhancement measures in the arable landscape can boost diversity and abundance of wild pollinator species.

Our research supports farmers in food production, while at the same time contributing to the health, safety and biodiversity of pollinators. We promote dialogue with all stakeholder groups through our global network. In cooperation projects worldwide, we have been looking into some of the major stress factors for pollinators and into approaches for protecting them.

To reduce potential risks posed to pollinators by our crop protection products, initial tests – particularly to measure bee toxicity – are already being conducted at an early development stage to ensure that only products with an environmental profile that allows pollinator-safe use can proceed to further development. Crop protection products are stringently regulated and are subjected to thorough testing to make sure they can be used safely. Extensive safety testing and risk assessments enable us to recommend specific bee safety measures to farmers.

Furthermore, we have contributed to the creation of a label pictogram (see icon) designed by CropLife International and published by the [FAQ](#) of the United Nations to be used as a precautionary icon on labels for crop protection products to protect pollinators. The label pictogram serves on the one hand to optimize global consistency in pollinator safety labeling, and on the other hand puts emphasis on the protection of wild pollinators beyond honeybees, and on pollinator habitats. We are in the process of implementing



this label pictogram for Bayer’s crop protection products containing imidacloprid.

Even beyond the regulatory requirements for pollinator safety testing, our experts drive extensive activities in fundamental and applied research to ensure the pollinator safety of our existing product portfolio.

In the early stages of product development, we started exploring digital phenotyping in honeybee toxicity screening assays as well as computational modeling approaches with the goal of further enhancing the mechanistic understanding of the interaction of insecticides with pollinators to support the targeted design of new molecules. In the area of toxicogenomics, we continue to drive research in the field of bee pollinator toxicology using functional genomics and other innovative technologies that contribute to the optimization of the bee safety profile of our products.

Another focus of our pollinator research is the regulatory system that is designed to ensure the safety of pesticides to bees, and its continuous optimization. In recent years, Bayer scientists have been actively contributing to the development of optimized risk assessment programs in different regions of the world. This applies, for instance, to the revision of the EFSA Bee Guidance Document in the EU, the activities of the Pollinator Research Task Force in the United States, and the development of risk assessment programs in Latin American countries.

Bayer is actively participating in the development of new ecotoxicological testing systems, for instance for wild bees, together with partners in academia, contract research organizations and authorities. Furthermore, Bayer experts have, in collaboration with academic scientists, proactively driven the development of modeling tools for ecotoxicological risk assessment. Finally, our experts are working with external research partners toward the development of digital

methods to advance the pollinator risk assessment for crop protection products.

Our contributions go beyond the safety of our products; we also contribute to approaches addressing pollinator health in a holistic way. An example is the Healthy Hives research partnership with Project Apis m. in North America, through which we aim to identify and implement practical data-based solutions to improve the health of honeybees as a key pollinator of many crops.

Meta-studies on plants featuring Bacillus thuringiensis (Bt) technology (genetically modified plants that contain genes of the soil bacterium Bt) have not identified any biologically relevant effects on honeybees. For more information, please see the Focus on: Agriculture chapter.

Bayer is one of the founding members of Growing Matters, an initiative that fosters an open and scientific discourse on stewardship, benefits and alternatives to neonicotinoid insecticides in North America. Together with its partners, Growing Matters launched the BeSure! campaign, designed to strengthen awareness and adoption of stewardship practices to protect bees and other pollinators during the handling, planting and disposal of neonicotinoid-treated seeds and other neonicotinoid applications used during the growing season. The 2025 program created 274 million campaign impressions across key use areas in the United States and resulted in nearly 40,000 direct engagements.

Neonicotinoids

The introduction of the neonicotinoid class of insecticides in the 1990s brought new features to improve sustainability and to reduce the environmental impact of insecticides in agriculture. Neonicotinoids replaced older, frequently much more toxic insecticides, reinforced the concept of seed treatment minimizing environmental exposure to agrochemicals, and brought a broad spectrum of efficacy and a new mode of action to assist integrated resistance and pest management on many crops.

Some years after introduction, there were a few reports of incidents where the use of neonicotinoid products was associated with negative effects on bees. The most severe example was when dust from treated seeds was accidentally released during planting in Germany in 2008, which resulted in significant intoxication of bees nearby.

At Bayer, the incidents triggered a period of internal review/research into suitable risk mitigation measures or product replacements. It also influenced the risk assessment and profiling of existing and new products in Research and Development (e.g. systematically considering pollinator safe use patterns in the development of products). Several initiatives and processes were introduced to minimize further risks arising from the exposure of bees to neonicotinoids and other insecticides.

Since 2021, we have published details on the measures we have taken in recent years in [a separate report](#) that is updated on a yearly basis. We have also published detailed information as appendices to the report.

Mitigating measures taken include the following:

- // Bayer has continued to make updates to product labels to improve pollinator safety. Labels for imidacloprid-containing products, where approved, have improved explanations of use regarding pollinator safety. These labels include, where approved, a pollinator safety icon such as the one developed by CropLife International, which has recently been approved by the FAO of the United Nations. For details on this label, please see the previous section on “Protecting pollinators and other beneficial insects.”
- // Bayer conducts various tests in Research and Development to characterize the toxicity of novel development compounds to bees at an earlier stage of the screening process. This allows for further optimization of pollinator-safe use patterns as an integral part of product development.
- // Innovation in seed coatings improve adhesion: these coatings protect operators and the environment from dust, with emissions reduced by up to 95%
- // Bayer’s invented Seed Treatment End Point (STEP) technology, which enhances the quality of the treated seeds by avoiding abrasion

In countries outside of the EU, competent authorities regularly review neonicotinoids to assess the risks to humans and the environment. We believe that continuing to manufacture and market neonicotinoids under the conditions authorized by regulatory authorities around the world is responsible, beneficial and consistent with the UN Global Compact environmental principles.

Monarch butterfly

Populations of the migratory monarch butterfly, which is common in North America, have declined in recent decades, primarily due to the loss of milkweed in the United States, habitat loss in the Mexican forests, weather extremes and climate changes. Second, impacts from natural enemies, crop protection products, disease, pathogens and parasites are also possible contributing factors to their decline. To enhance the habitat for the monarch butterfly and other pollinators, Bayer is collaborating with conservation groups, academic experts, farmers and government agencies to find meaningful and proactive ways to help these important pollinators thrive. We are working to ensure that the growth of the wild plants (esp. milkweed/*Asclepias*) that constitute the monarch butterfly's main larval food source is supported along its migration routes outside of cultivated areas. Combined with a diversity of blooming plants throughout the seasons, these habitats benefit not only monarchs but also many other insects, birds and mammals.

Through a long-term partnership with the National Fish and Wildlife Foundation, Bayer, in collaboration with a diverse group of partners, has supported monarch butterflies, and pollinators in general, through The Monarch Butterfly and Pollinators Conservation Fund. Since 2015, the funded projects implemented together with our partners have supported the restoration of 430,000 acres of habitat, the propagation of 1.2 million milkweed seedlings, and the coordination of 2,030 workshops. This is one example of the diverse partnerships Bayer has established to drive proactive conservation in the on-farm but off-field agricultural landscapes in our communities. For more information on how Bayer is partnering to achieve more with an "All-Hands-on-Deck" approach to conservation, please see our [website](#).

Disposal of containers and old inventories, discontinuation policy

Processes are in place at Bayer to ensure the safe sell-off of products, including the disposal of obsolete inventories or waste to prevent entry into the environment or illegal pesticide trade.

The crop protection industry has set up voluntary initiatives in various countries for the proper disposal of obsolete stocks. As part of activities as a member of CropLife International and also working with the FAO of the United Nations and the World Bank, Bayer supports the proper collection and disposal of obsolete crop protection products in Africa and other regions of the world.

Empty crop protection product containers must be safely disposed of to ensure that any remaining product residues are not released into the environment and that empty containers are not improperly reused. As the proper disposal of crop protection product containers is handled differently in many countries, the crop protection industry collaborates with authorities, distributors and farmers to establish or maintain suitable disposal systems.

Bayer supports programs worldwide to ensure the safe recycling and disposal of empty packaging and containers. Users can learn about how to safely dispose of our products through information on their labels.

We support the safe disposal of empty crop protection product containers in many countries together with the CropLife International industry association. As a result, these [initiatives](#) have diverted over 1.8 million metric tons of plastic from less sustainable disposal practices. This partnership has also facilitated the development of

environmentally friendly packaging design programs, the implementation of training courses on the proper handling of crop protection product containers for distributors and farmers, and the testing of plastic recycling options. Particularly successful disposal programs have been established in Brazil, Canada, France, Germany and Australia. In Brazil, more than 900,000 metric tons of empty crop protection product containers have been collected and recycled since 2002 through Sistema Campo Limpo, the national container lifecycle management system coordinated by the National Institute for Processing Empty Packages ([inpEV](#)).

In Germany, the crop protection industry partnered with agricultural wholesalers to develop the voluntary [PAMIRA](#) system for disposing of agrochemical packaging materials. Crop protection product manufacturers cover the costs for collection, logistics and utilization of packaging, while wholesalers provide the collection points. In 2024, more than 3,600 metric tons of crop protection product and liquid fertilizer packaging in Germany were returned free of charge to the over 430 collection points and disposed of in an environmentally friendly manner through the [PAMIRA system](#).

3.7 Pharmaceuticals and Consumer Health

Quality and safety of pharmaceuticals and medical devices

Extremely stringent safety standards for patients and medical professionals apply to pharmaceuticals and medical devices and are therefore highly regulated by governmental authorities. That is why both the development and the manufacture of pharmaceuticals and medical devices are subject to very strict quality requirements.

The quality management system of the Pharmaceuticals and Consumer Health divisions is based on internationally recognized standards and applicable legal, regulatory and ethical requirements for all stages of the provision of a pharmaceutical or a medical device – from development to registration, production and distribution. In particular, these standards include the rules for good working practice (GxP) in the development and manufacture of pharmaceuticals – such as Good Manufacturing Practice (GMP), Good Distribution Practice (GDP), Good Clinical Practice (GCP), Good Pharmacovigilance Practice (GVP), ISO certifications such as those for the manufacture of medical devices (e.g. ISO 17025 and 13485) and the guidelines of the International Conference on Harmonisation of Technical Requirements for Registration of Pharmaceuticals for Human Use (ICH).

Internal experts and external assessors regularly conduct risk-based audits to verify compliance with the statutory requirements and relevant standards in development and production, as well as for registered product specifications. Such audits also cover institutes subcontracted by Bayer, service providers, our suppliers and contract manufacturing organizations (CMOs). Deciding the frequency of audits at CMOs follows the same risk-based approach as for internal manufacturing sites. Observations made during these audits are systematically evaluated, and compliance with corrective

measures is verified at regular intervals. The quality requirements derived from regulatory requirements, permits and authorizations, and from relevant standards, are regularly reviewed and integrated into our quality management system.

In addition to the internal quality assurance mechanisms, all our sites are regularly inspected by the health authorities of the respective countries to verify compliance with the various national and international requirements and certified according to the respective product category (e.g. through GMP certificates or in the form of a manufacturing license). All our sites received the targeted certifications in 2025.

The quality, safety and efficacy of pharmaceuticals and medical devices are always assessed relative to the possible risks associated with their use. Such an assessment results in a benefit–risk profile, which is crucial for the product's approval and is also continuously reviewed thereafter. Accordingly, the Pharmaceuticals and Consumer Health divisions assess the medical benefit–risk profile of their pharmaceuticals and medical devices throughout their entire product life cycle. For medical devices, the initial production and subsequent update of the benefit–risk profile are undertaken within the scope of the quality management system. For pharmaceuticals, this takes place through a corresponding pharmacovigilance system.

Sustainability criteria for radiology products

In the research and development (R&D) of new radiology products, we have begun introducing sustainability criteria according to a “sustainability by design” approach. We want to examine the sustainability of future radiology products at various stages of R&D using sustainability checkpoints.

Delivering on the promise of artificial intelligence

Bayer is using artificial intelligence (AI) technologies to transform healthcare. AI unlocks a wealth of insights and efficiencies that can help support physicians and improve treatment options as well as outcomes for patients. Our data scientists are developing new technologies to help us make better, more informed decisions faster in many areas of our business. AI is enabling us to provide solutions with increasing speed and efficiency – making it a crucial tool in the fight against disease.

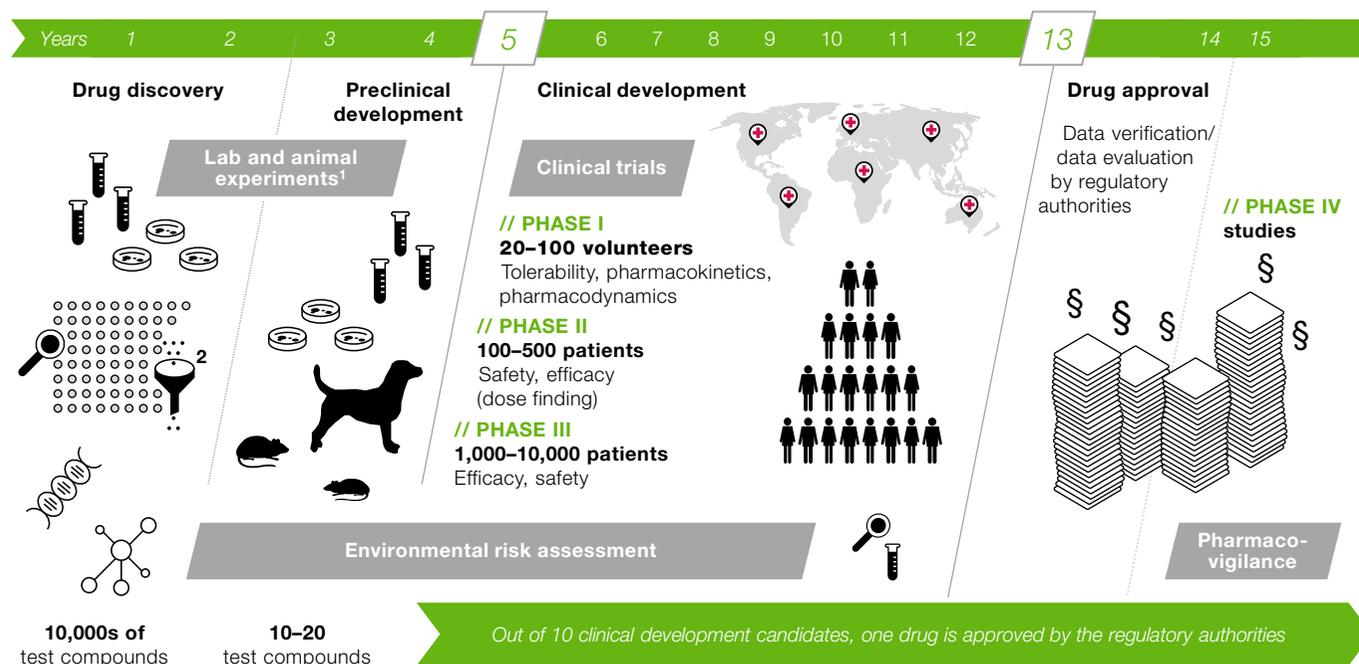
Toward AI-powered future, we:

- // Use AI in Drug Discovery to map the chemical space
- // Leverage AI in Clinical Trials to enable new approaches and achieve better results
- // Pilot proprietary AI in medical coding, which can save years of manual work
- // Introducing AI in medical imaging to reduce the burden on radiologists

Safety in pharmaceutical development and production

Drug development is a complex and time-consuming process and is subject to stringent rules. The first step in developing a pharmaceutical is to find substances that can serve as the starting material for a new active ingredient. The next step is to test the new active ingredient – for example using computational simulation processes, conducting tests in cell or tissue cultures, or with the help of bacteria or animal studies. These tests are prescribed by law and subject to strict guidelines and governmental controls. For more information, please see chapter 3.4 Animal Welfare.

Drug Development Process



¹ Required by law

² Compound screening (millions of chemical structures)

The active ingredient is then used to produce a safe and easy-to-dose pharmaceutical. The requirements of the active ingredient and the product's acceptance by patients both play a role when developing a suitable delivery form (such as a tablet or ointment). The dosage form must also be such as to ensure that patients can safely dose the product and handle it easily.

Before the pharmaceutical can then be submitted for approval, its efficacy, safety and tolerability must be examined in various preclinical and clinical trials (Phases I–III).

Clinical trials

Clinical trials are an essential tool for determining the efficacy and safety of new drugs before they can be used to diagnose or treat diseases. The benefits and risks of new medicinal products must always be scientifically proven and well documented. However, clinical trials are also necessary to examine already approved products for new indications or to confirm their safety profile.

The Clinical Development & Operations function (CD&O) is responsible for ensuring the ethical conduct of Bayer's clinical trials. It is ultimately accountable for oversight,

compliance and protection that safeguard participants' welfare and data integrity.

With respect to clinical trials, we strictly align ourselves to the Declaration of Helsinki, an ethical standard in place since 1964 that regulates research conducted on humans. This commitment is stipulated in our [Human Rights Policy](#) and applies to all research institutes (clinical research organizations [CROs]) tasked with conducting clinical trials on our behalf.

Additional statutory regulations, directives and ethical codes supplementing the Declaration of Helsinki have been further developed and introduced worldwide to ensure that the health and safety of participants in clinical trials are the top priority. We follow the Harmonized Guideline on Good Clinical Practice (International Conference on Harmonisation of Technical Requirements for Registration of Pharmaceuticals for Human Use – Good Clinical Practice, ICH-GCP). This international ethical and scientific standard for planning, implementing, documenting and reporting clinical trials in human subjects ensures the rights, safety and well-being of trial participants in accordance with the Declaration of Helsinki. Its requirements include the deployment of an independent ethics committee for each clinical trial involving human subjects. Such ethics committees are based at university hospitals, for example, and composed of medical experts from various disciplines. A clinical trial on behalf of Bayer cannot begin without a positive vote from such an [ethics committee](#). The commitment to complying with the ICH-GCP is also included in the agreements with the CROs we commission to conduct clinical trials. Oversight is established of our insourcing and outsourcing vendors conducting clinical trials as well as processes for ongoing evaluation of our trial data from trials conducted by vendors.

Clinical trial phases

Stringent scientific and ethical principles apply to all clinical trials involving humans. A trial protocol lays out what is to be investigated, how the trial is to be conducted and why it is necessary. It is approved by the pharmaceutical regulatory authorities and an independent ethics committee. The voluntary trial participants are comprehensively informed in advance about the planned trial and the possible risks. Their participation is subject to written consent that can be retracted at any time, this having no impact on standard medical care.

In Phase I, physicians investigate an active ingredient with respect to its safety, tolerability and behavior in the body of healthy trial participants. Blood values and additional parameters are monitored, and it is determined how the ingredient is taken up, distributed, metabolized and excreted by the human body. In further studies, physicians investigate interactions with other pharmaceuticals or food. If an active ingredient proves to be tolerated well in this phase, it is subsequently tested on patients. Active ingredients with possible serious side effects, such as for the treatment of cancer and other serious diseases (e.g. Parkinson's), are tested in patients from Phase I.

In Phases II and III, physicians examine how effective the ingredient under investigation is, if at all, which dose is ideal for treatment and how frequently side effects occur. To rule out distorted measurement results as far as possible, the scientists compare the new active ingredient with an established therapy form or a placebo that does not contain any active ingredient.

The patients do not know which group they belong to. In what are known as double-blind, placebo-controlled studies, the attending study team at the trial center does not know which patient belongs to which group either. Participants in a clinical trial conducted by Bayer can contact the responsible investigator and/or the contact person at the trial center who is listed in the patient information at any time.

Physicians participating in a clinical trial keep records of the treatments, measurement values and findings, and forward the data to the drug producer in pseudonymized form. Finally, the data is interpreted to determine whether the results are medically relevant and the prospects for seeking regulatory approval of the active ingredient in the form of a drug product are promising. The clinical trials last in total eight years on average. Additional clinical studies (Phase IV, post-authorization safety studies) take place following registration to further assess the benefit-risk profile in the determination of the therapeutic value of the product under practical conditions.

There is a grievance mechanism accessible for clinical trial participants. Patients receive contact information for an independent person or office to which they can reach out in case of complaints. This is included in the informed consent form. Clinical Customer Centricity is the recipient of such requests.

Bayer only conducts clinical trials in countries in which there are plans to launch the respective drug product onto the market. Once a clinical trial has concluded, patients can be provided with the trial medication until the date of approval and availability within the scope of compassionate use programs or extension studies.

Wherever in the world we conduct clinical trials, they comply with these strict international directives and high standards of quality, as well as the respective applicable national laws and standards. We review whether they comply with these by means of risk-based audits, which also cover those trials performed by the institutes we commission (CROs). Bayer publishes information on clinical trials in compliance with the respective local laws. Bayer publishes information on its own clinical trials both in the [publicly accessible registers](#) and on its own [Clinical Trials Explorer website](#).

Summarized results of Phase II, III and IV clinical trials are accessible online through the Clinical Trials Explorer – irrespective of whether the results of a study for one of our products were positive or negative. Upon request, scientists can receive access to anonymized data from clinical trials at the patient level via [Vivli](#), the website of the Center for Global Clinical Research Data, provided the studies in question are listed in the portal. Through this, Bayer observes the principles of the European Federation of Pharmaceutical Industries and Associations (EFPIA) and the Pharmaceutical Research and Manufacturers of America (PhRMA) on the responsible communication of clinical trial data, which were defined in a [joint position paper](#). Bayer is a member of Vivli, together with other pharmaceutical companies and universities around the world. In January 2022, Vivli was [awarded](#) funding by the National Institute of Health (NIH) in the United States to promote the sharing of clinical trial data.

For further information about our globally uniform standards, the monitoring of clinical studies and the role of the ethics committees, please see our [website](#).

We communicate transparently about our research and development activities. This needs to be done objectively, precisely and on a timely basis, and must conform with current internal and external legal and ethical standards, including those of Good Publication Practice (GPP). We disclose our participation in scientific studies and

publications of third parties and the participation of third parties in the development of our publications.

We publish trial results and Clinical Study Reports (CSR), including a description of the set-up of each study, its outcome and confirmation that the data collected comply with all reporting requirements (incl. serious breaches). The publications of trial results are stored in public data bases, e.g., the Clinical Trial Information System (CTIS) of the EMA or under [ClinicalTrials.gov](https://clinicaltrials.gov) maintained by the U.S. National Library of Medicine. As a result, we act transparently and grant access to scientific findings.

Additionally, we have respective training and awareness programs in place for all roles and responsibilities involved in clinical trials, which include trial-specific and general training for awareness and which are also documented respectively.

Easy-to-understand summaries

Since 2020, we have been publishing clinical trial results on our Clinical Trials Explorer website in easily understandable language. The results of Phase II through IV interventional trials and Phase I patient trials are typically published within 12 months of trial completion or, in the case of premature termination, within 12 months of the conclusion. We present the summarized results using clear and accessible language in English, along with the languages of the countries where the trials were conducted. Bayer thus exceeds the requirements set forth by the EU Clinical Trial Regulation (EU-CTR).

Inclusive research practice in clinical trials

Bayer is committed to broadening access to clinical trials. By enrolling participants who are representative of patient

populations that may benefit from treatment, we gain valuable insights, enhance treatment outcomes and help address health disparities. In our Research & Development (R&D) efforts, aligned with our mission, “Health for All, Hunger for None”, we are dedicated to inclusive research by making our clinical trials more accessible to underrepresented communities and aim to reflect real-world disease demographics. This reflects our dedication to demonstrating scientific integrity while helping to build societal trust in the medical and research process.

To ensure health equity is foundational in our research and development practices, Bayer consults and partners with a variety of relevant stakeholders, including clinicians, scientists, health and regulatory authorities, ethics committees and patient advocacy groups.

Bayer has established key pillars for inclusive practice in clinical trials, each designed to address critical barriers and improve representation in research.

- // Implementing sustained community engagement is vital for building trust and increasing awareness of clinical trials. Bayer partners with health equity organizations and actively engages underrepresented populations through local events, community center collaborations and digital outreach.
- // Improving access to clinical studies is essential for fostering a more positive patient experience and thereby enabling more patients to enter trials. Bayer partners across the healthcare ecosystem to address community needs, as demonstrated by our continued involvement in the European Society for Medical Oncology (ESMO) Industry Forum on Health Equity and Inclusive Research. Since 2022, Bayer co-led initiatives with TransCelerate to develop tools and educational resources aimed at improving representation of diverse patient populations culminating in 2025 with a webinar including Bayer presenters explaining the workstreams and tools created. Additionally, in collaboration with the Cancer Drug Development Forum

(CDDF), Bayer participates in an initiative to broaden access to clinical trials for cancer patients through improved considerations in the design of clinical trials.

- // Building trust and awareness: Bayer makes training available to all clinical research staff, equipping teams to understand the importance of enrolling representative patient populations. The aim is to actively engage with clinical research staff to better understand and support access for the intended patient population. Bayer raises awareness of inclusive research practice in clinical trials and supports SGM Alliance, a US-based non-for-profit organization, to educate and advocate for inclusive participation in clinical research.

Women and Health Equity: A Focus on Cardiovascular Disease (CVD)

Women experience significant disparities in health equity, particularly regarding CVD, which while being the leading cause of death among women globally, remains under-recognized, underdiagnosed, and undertreated. These inequalities are especially pronounced for women from historically underserved communities, including those of color and economically disadvantaged backgrounds, as well as those in low- and middle-income countries. Additionally, women are underrepresented in clinical research, despite comprising nearly half of the global population.

Bayer is committed to improving the representation of women in clinical trials. A prime example is the OCEANIC-STROKE Study, an international Phase III randomized, placebo-controlled trial enrolled over 12,300 participants across 702 sites in 37 countries. Alongside a Representative Enrollment Plan for US sites, an Inclusive Research Committee is evaluating barriers to trial enrollment for women in various

countries. Their recommendations, combined with insights from a patient council including underrepresented groups, have led to an increase in global female participation.

Bayer continues to strengthen longstanding partnerships like with the Global Heart Hub, furthering a collaboration initiated in 2024 to advance equitable healthcare and address persistent gaps in women's cardiovascular health.

Improving patient awareness and knowledge of clinical trials: patient education is crucial for increasing trial participation and ensuring informed decision-making. Bayer has developed tools and materials to enhance patient awareness, supporting the consideration of trials as viable healthcare options. In 2025, we conducted a webinar with WomenHeart on the topic Women & Heart Failure: From Diagnosis to Innovation and also developed an educational infographic explaining gene therapy in cardiovascular disease. Additionally, we partnered with Mended Hearts Europe to launch the first educational resource on Gene Therapy in Heart Disease in Europe. This resource is currently available in English, German and Spanish languages.

Patient engagement

Central to the way we operate within the Pharmaceuticals division is the meaningful engagement of patients, care partners, and health advocacy groups, alongside healthcare practitioners such as physicians, nurses and allied health professionals. Nurturing such collaborations is vital for in-depth understanding of the priorities of the people with lived experience of health conditions, to help understand how we can best serve them and meaningfully co-create solutions with the shared goal of improving patient outcomes. By building trust, involving patients and their communities across the medicine development process and sharing

knowledge about the benefits and risks of our medicines and healthcare solutions, we can support shared decision-making among diverse populations in the countries where we operate. According to the 2024 PatientView survey, 421 patient organizations worldwide reported collaborating with Bayer. In addition, we actively participate in multi-stakeholder forums focused on advancing person-centered medicine development.

We are committed to meaningfully incorporating lived experience representation at every stage of the product life cycle, and to partner with health equity groups to address the societal burden of disease. In 2025, we expanded our collaboration with patient advocacy groups and involved them in reviewing protocols and participating in publication steering committees for two Phase 4 studies on a therapy for transthyretin amyloid cardiomyopathy [ATTR-CM]. We also built the collaboration with our standing oncology patient council to review consent forms and patient materials of phase I-IIb studies across cancer types. These activities mark an important evolution in how we engage representatives of the patient community throughout the research process.

Within the landscape of prostate cancer care, early detection through prostate-specific antigen screening has been proven to save lives; however, screening rates remain alarmingly low worldwide. Advocating for unified guidelines, improved access and heightened awareness is crucial for enhancing outcomes for men everywhere. Initiatives like the 2025 Step Up for Prostate Cancer run/walk in Berlin, led by the prostate cancer patient organization Europa Uomo and supported by Bayer, play a key role in driving engagement and ensuring that more men benefit from early detection efforts.

Lived experience of health conditions as valued expertise

Recognizing lived experience of health conditions as equal to other forms of expertise, such as clinical knowledge, medical research and policy analysis, is essential toward the development of a more relevant, equitable and person-centered healthcare. By involving those with lived experiences alongside healthcare professionals, researchers and policy experts, we can tailor research and care strategies to better meet patient needs. Such a unified approach to collaboration can drive better education and enable shared decision-making for all stakeholders.

In 2025, Bayer was honored with the Global Excellence in Kidney Science and Patient-Centered Medicine Award from the American Association of Kidney Patients (AAKP) for high standard of excellence by genuinely placing patients at the center of its research and healthcare product design, emphasizing respect, communication, shared decision-making and personalized care.

Bayer's belief in meaningful multi-stakeholder engagement as crucial to effectively address unmet needs and healthcare gaps was brought to life across several initiatives in 2025. For instance, we collaborated with the expert nursing cardiomyopathy community to act as a bridge between doctors and individuals affected by ATTR-CM, addressing gaps in information regarding disease diagnosis and management. Additionally, Bayer launched the Heart and Kidney Care Alliance, a patient-led, peer-to-peer platform connecting patients with expert organizations, trusted resources and each other, thereby setting new standards for meaningful engagement in healthcare in the Cardio-Renal-Metabolic (CKM) space. Our commitment is also reflected in the development of a consensus paper titled "Global Expert Consensus on the Importance of Secondary Stroke Prevention." Co-led by the Stroke Alliance For Europe (SAFE), this paper elucidates the multi-stakeholder perspective on addressing the unmet needs in secondary stroke prevention from an

expert panel comprised of stroke neurologists, nurses, allied professionals, stroke survivors and stroke support organization representatives.

We also seek to develop our collaborations with medical societies to help elevate the lived experience representation in medical congresses: for example, in 2025 we co-hosted together with the World Stroke Organization a side event “WSO and Bayer Networking Event: Valuing experience and enriching connection” in occasion of the 2025 World Stroke Congress in Barcelona, which was entirely focused on the importance of collaboration with people affected by stroke and with stroke support organizations.

Value-Based Healthcare

Bayer recognizes the necessity of a sustainable healthcare paradigm that rewards the effectiveness and benefits of innovative treatments, leading to enhanced patient health. As healthcare systems worldwide navigate the complexities of an aging population and the escalating burden of chronic diseases, Bayer is supporting the advancement of new Value-Based Healthcare models, which are forward-thinking approaches to reimbursing medications which prioritize patient outcomes and effectiveness of treatments over the volume of treatments delivered.

Our commitment to Value-Based Healthcare is demonstrated through strategic partnerships with governments and stakeholders to develop innovative reimbursement models that prioritize patient outcomes. By leveraging real-world evidence and adopting person-centric strategies to complement robust clinical evidence, Bayer is dedicated to ensuring that innovative medicines are not only accessible but also aligned with the needs and preferences of people living with health conditions. This approach empowers healthcare providers to deliver high-quality care while maximizing the value of each treatment.

A key example of Bayer's approach to Value-Based Healthcare is in relation to Vitrakvi™, the first oral TRK inhibitor approved for treating solid tumors associated with NTRK gene fusions. Vitrakvi™ is an innovative precision medicine that allows targeting molecular alterations regardless of tumor site, delivering precision medicine across cancer types. This accuracy enables a more defined patient population, making it easier to assess treatment outcomes and determine clinical benefit. On this basis, Bayer supported the market launch of Vitrakvi™ also through value-based and outcome-based reimbursement models that aligned the cost of treatment with the value delivered to adults and children living with solid tumors associated with NTRK gene fusions.

This commitment to accountability ensures that patients receive effective therapies while fostering a sustainable healthcare system that prioritizes positive outcomes. By aligning the cost of treatment with its value, Bayer has pioneered a model which, complemented by robust clinical evidence, long-term follow-up data as well as comprehensive real-world data, contributed to obtaining approvals for Vitrakvi™ in over 45 countries, culminating in the significant milestone of full FDA approval for pediatric and adult patient populations in 2025. This achievement highlights how value-based models may facilitate quicker access to innovative therapies while ensuring that people receive the highest quality of care.

Vulnerable patient populations

Vulnerable groups are defined as groups of people at a higher risk of experiencing adverse health outcomes or facing disparities due to various factors, such as women who are pregnant or breastfeeding, children, minorities, people with disabilities and elderly people. These special populations are often at highest risk, yet are underrepresented in clinical trials. Consequently, health disparities among vulnerable populations may be exacerbated,

meaning that these groups may experience higher barriers to medical care and may not receive the same access to treatments and interventions, potentially leading to worse health outcomes.

Patient centricity and collaboration with key patient groups is essential for identifying and addressing the comprehensive needs of a specific population.

Bayer is dedicated to involving individuals with lived experience that represent diverse populations, groups and communities. We are developing operational guidance for meaningful patient and parent engagement across all pediatric development programs. This initiative underscores that the involvement of children, adolescents and young adults is critical for successful drug development, building trust and ensuring ethical compliance. Furthermore, acknowledging that studies involving children affect not only the patients but also their entire families is essential. By prioritizing the inclusion of families and caregivers, Bayer aims to ensure a child-friendly trial experience that minimizes disruptions to daily life, including school and family interactions. This holistic approach not only builds trust but also upholds ethical standards, ultimately enhancing the quality of pediatric care.

By implementing family-centric study approaches, communication practices and transparency, Bayer aims to maintain higher rates of patient recruitment and retention and support consistent protocol adherence. As a highlight, in 2025, Bayer completed the Phase 3b long-term follow-up study of the drug aflibercept as treatment for children with retinopathy of prematurity (ROP), evaluating long-term efficacy and safety outcomes until the fifth birthday of each participating child. This study achieved an impressive 89% retention rate over the five years duration, highlighting the need for follow-up on the medical condition for families and showcased the importance of early involvement of families in planning such

long-term studies to keep them engaged over the full study duration. Bayer's commitment to addressing the unmet needs of families affected by ROP continues with the ongoing efforts to extend the approval of aflibercept in different countries globally, most recently in Canada in 2025.

In line with its commitment to health equity and to address neglected tropical diseases, Bayer has partnered with the Swiss Tropical and Public Health Institute (Swiss TPH) in the area of soil-transmitted helminth (parasitic worm) infections and with the Drug for Neglected Disease Initiative (DNDi) in the field of onchocerciasis (river blindness). These infections affect millions of people globally, particularly in Africa (river blindness, soil-transmitted helminth infections) and Asia (soil-transmitted helminth infections). They can lead to severe health issues such as malnutrition and anemia, seriously impacting physical and cognitive development, especially in low-resource countries where healthcare access is limited. The collaboration focus has been the development of the compound emodepside, effective against different worm species and approved as deworming treatment in veterinary medicine, as a new oral investigational treatment option for use in human patients. In 2025, the partnerships advanced through clinical Phase 3 in patients with soil-transmitted helminth infections.

Pediatric development at Bayer

Children represent a significant portion of the global population. However, only about half of pediatric medications are thoroughly evaluated by health authorities, often leading to off-label prescriptions of adult drugs. To address this issue, it is crucial to develop drug formulations specifically tailored to children and conduct studies that ensure safety, efficacy and proper dosing across all age groups.

Bayer continues its pediatric development efforts in areas of urgent unmet need, including heart failure, kidney disease, venous thromboembolism (VTE) and rare genetic diseases, among others. In this pursuit, we recognize the importance of innovative solutions and collaborations. BlueRock, a wholly owned, independently operated subsidiary of Bayer, is dedicated to addressing the significant challenges faced by individuals with orphan and rare diseases. BlueRock's commitment is exemplified by its innovative cell-based approaches aimed at preserving or restoring vision for those living with inherited retinal diseases. Notably, in 2025, BlueRock initiated a Phase 1/2a clinical trial (CLARICO) for the investigational cell therapy OpCT-001 for treating primary photo receptor diseases, a subgroup of orphan and rare inherited retinal diseases that includes retinitis pigmentosa and cone rod dystrophies.

In addition to these advancements, Bayer has made significant strides in pediatric care, as evidenced by two important FDA approvals in 2025. The approval of Jivi™, a treatment for pediatric patients aged 7 years and older with hemophilia A, and the full FDA approval of Vitrakvi™ (larotrectinib), a first-in-class TRK inhibitor, for pediatric and adult patient populations with solid tumors that harbor a neurotrophic receptor tyrosine kinase (NTRK) gene fusion. These milestones reflect Bayer's ongoing dedication to addressing unmet medical needs and enhancing therapeutic options for vulnerable populations.

Outside of the prescription drug field, Bayer has supported raising awareness about the underestimated impact of allergic rhinitis on children's health, social interactions, and academic performance through bringing together expert perspectives from the United States, Europe and China.

The experts worked together on an article, published in the European Medical Journal, highlighting the need for guideline-based treatment and allergy-friendly school environments to reduce the growing burden on children.

Bayer's commitment to pediatric drug development not only enhances treatment options for children but also underscores a broader dedication to ensuring that vulnerable populations receive the safe and effective treatment they deserve.

Approval process

The respective documentation submitted to the regulatory authorities contains the research results from the Phase I to III clinical trials and the data generated for a pharmaceutical during its development. It includes both the data from the developmental phases, such as chemical-pharmaceutical and toxicological data, and a comprehensive benefit-risk assessment of the pharmaceutical. A new pharmaceutical must comply with all regulatory safety requirements to secure marketing authorization. The same applies to medical devices, dietary supplements and medicated skincare products. Based on these documents, the regulatory authority assesses whether the efficacy, safety and quality of the pharmaceutical have been demonstrated for the intended indication. The product is only approved if its benefit-risk ratio has been assessed as positive.

As each country has its own strict regulations for drug development, product approval and market launch, we work closely with the respective national regulatory authorities to ensure that we act in a compliant manner at every development stage. The authorities in other countries often take the assessments of the EMA and/or the US Food and Drug Administration (FDA) into consideration in their own evaluations.

Key regulatory authorities for Bayer are:

- // The US Food and Drug Administration (FDA)
- // The European Medicines Agency (EMA)
- // The Pharmaceuticals and Medical Devices Agency (PMDA) in Japan
- // The National Medical Products Administration (NMPA) in China

Drug safety

The preclinical and clinical trials prescribed for pharmaceutical research investigate drug candidates regarding their quality, safety and efficacy. At the same time, the genesis and progression of a disease differ from one person to another, and the effect of a drug product can vary accordingly. We continue to observe and evaluate our products following their approval and throughout their entire life cycle. This enables adverse effects to be identified at an early stage and a decision to be taken as regards the necessary risk mitigation measures.

The collection and evaluation of safety-relevant information about our products are the responsibility of the global Patient and Drug Safety (Pharmacovigilance) department, in which scientific and medical experts from various disciplines work together in safety management teams (SMTs). These teams evaluate internal benefit and safety data, clinical trials, post-marketing studies, external databases and scientific publications to identify potential safety concerns at an early stage and detect possible changes in the benefit–risk profile. All reported side effects are entered into our pharmacovigilance database. The evaluation of information about a benefit–risk profile applies not just to pharmaceuticals and medical devices but also to dietary supplements and medicated skincare products. This information is regularly evaluated in collaboration with the regulatory and oversight authorities at both national and international level.

As it is particularly important to not just collect data during the clinical development of a medical product but also to monitor the product after marketing authorization has been granted, if required, we conduct Phase IV studies (post-authorization safety studies) to investigate rare or very rare side effects, for example. As a pharmaceutical manufacturer, we receive reports on side effects either directly or through the health authorities, as well as through stakeholders such as physicians, pharmacists or patients themselves. Suggestions derived from these reports regarding possible supplementary safety-relevant information for the package inserts are passed on to the regulatory authorities by us. Such suggestions usually come to the authorities from the respective pharmaceutical manufacturers. The relevant health authorities decide on the steps resulting from the reports and suggestions in close cooperation with us as the producer.

Should risks be identified, we immediately take steps to safeguard the health of patients and consumers in coordination with the authorities. These measures range from updating product information for patients, users, pharmacists and physicians through patient education brochures and further training measures for medical professionals to direct communication with medical experts (Direct Healthcare Professional Communication [DHPC]) and even product withdrawals. Implementation of risk mitigation activities is coordinated by our local SMTs in the country organizations.

All these processes are documented, regularly updated and integrated into the quality management system. To maintain the high quality of Bayer's pharmacovigilance system, our medical and scientific experts undergo regular training. Furthermore, in line with our Group Regulation, all Bayer employees are required to undergo training as regards their obligation to immediately report safety- and quality-relevant information to the Pharmacovigilance department. We regularly test whether the pharmacovigilance system can cope with emergency situations such as pandemics.

The information that we compile on side effects is reported to the national health authorities in the relevant countries, where it is required. As processes in the EU are centralized, European marketing authorization holders such as Bayer are now required to enter all suspected cases of undesirable side effects directly into EudraVigilance, the European Medicines Agency's electronic information system, rather than reporting them to the 27 national authorities individually.

About AI in radiology

Aging populations and changing lifestyles are leading to an increase in chronic conditions, such as cardiovascular disease and cancer. Consequently, the demand for medical imaging to detect diseases, guide treatment decisions and support therapy planning is growing – bringing additional challenges such as staff and budget shortages.

AI comes with the value proposition of aiding diagnosis and increasing the throughput of radiological examinations.

In the area of medical imaging, Bayer offers [Calantic™ Digital Solutions](#), a cloud-hosted platform including digital radiology AI-enabled applications that assists radiologists and their teams. Such AI applications are developed by specialized partner companies and integrated into the IT systems of medical staff via Calantic™. The vendor-neutral, cloud-hosted platform includes a growing number of applications designed to aid prioritization and lesion detection, as well as apps that automate routine tasks and measurements, improve radiology suites' workflow and help medical staff to spend more time on patients and their diagnosis. For more information, please see our [website](#).

Large data volumes must be analyzed to identify relevant information in the drug safety process. Where it makes sense, Bayer employs automation technologies, artificial intelligence (AI) and machine learning. This enables side effects to be discovered at an earlier stage, meaning that risk mitigation measures can be implemented faster, which in turn helps to further improve patient safety.

Trace substances of active pharmaceutical ingredients in the environment

Our Pharmaceuticals and Consumer Health divisions carry out ecotoxicological investigations on active pharmaceutical ingredients. These investigations serve as the basis for the environmental risk assessments within marketing authorization for [human pharmaceuticals in Europe](#) and the [United States](#), as well as in other geographies. In line with legal requirements, we thus evaluate possible environmental risks that could result from the intended use of human pharmaceuticals. The results of these environmental risk assessments are outlined in general terms in the specialized information for physicians. This information includes details on how to properly dispose of expired or unused pharmaceuticals so that users can avoid unnecessary environmental emissions. These details are also included in the packaging inserts.

We take additional action in our production facilities to minimize discharges of pharmaceuticals into the environment based on risk-oriented assessment parameters. For more information, please see chapter 7. Environment.

In some cases, monitoring can detect active pharmaceutical ingredients in environmental media as trace substances, in other words in low concentrations. According to an [Organisation for Economic Cooperation and Development \(OECD\) publication](#) from 2021, discharge into the environment in these cases occurs primarily through patients' excreta, as well as partially through the improper disposal of unused and expired medicines, and from hospitals. According to this report, discharges into the environment via

pharmaceutical production facilities are minor. The main path of entry into the environment for these trace substances is through wastewater discharged into surface waters such as rivers or the sea, as current treatment plants are not always able to eliminate trace substances sufficiently.

In some areas, surface water is used as a source of drinking water. However, current knowledge indicates that the trace substance concentrations of active pharmaceutical ingredients measured in drinking water are harmless to human health. This assumption is based partly on the findings of the WHO's Drinking Water Parameter Cooperation Project report of 2017. Among the aspects studied in this report were the concentrations of active pharmaceutical ingredients measured in environmental media and mixtures of such substances measured in drinking water. The report found that there were no immediate health risks and consequently no need to act in the short term. This has been confirmed by [more recent studies](#). Against the backdrop of a potential increase in the use of pharmaceuticals and to further guarantee the safety of drinking water resources, the WHO recommends that the discharge of trace substances be observed comprehensively over a longer period of time.

In addition to human health, there is now a focus on the environmental impact of pharmaceutical trace substances. Such trace substances are the subject of scientific publications and a matter of public interest. The European Commission also acknowledges the issue of trace substances, including those from medicinal products, in the environment. Strategic approaches to managing pharmaceuticals in the environment have been published in connection with the Pharmaceuticals Strategy initiated in 2020 and were specified with the proposal of the European Commission on the review of the pharmaceutical legislation in Europe in 2023.

For many years, the pharmaceutical industry has also been addressing the issue of trace substances from medicinal products in the environment and the environmental risk assessment of active ingredients. Between 2015 and 2019, for example, an initiative of the manufacturers' associations EFPIA, Association Européenne des Spécialités Pharmaceutiques Grand Public (AESGP) and Medicines for Europe put together key points for a strategic approach to dealing with pharmaceuticals in the environment and developed possible solutions to this problem. This initiative, which is supported by Bayer, focused partly on expanding the current legally required risk assessment for active pharmaceutical ingredients within the scope of the pharmaceutical marketing authorization process. At the end of 2022, the three pharmaceutical associations published a position paper that proposed specific improvements under the designation of an "[extended Environmental Risk Assessment](#)" (eERA). Another focus was the development of a concept for analyzing and managing wastewater from pharmaceutical production facilities. This is currently being implemented at Bayer; please see chapter 7. Environment.

For the first time, a database of environmental information for active pharmaceutical ingredients was created in the EU within the scope of the International Panel on the Information Environment (iPIE), enabling a comprehensive, transparent and comprehensible overview of more than 2,000 studies on the environmental behavior of active pharmaceutical ingredients already on the market. Scientific evaluations of the database have found that only a few of the registered active ingredients pose a potential environmental risk. These primarily include hormones or antibiotics, which impact the environment even at very low concentrations and are also marketed by companies such as Bayer.

Bayer is also active in the iPIE follow-up project Innovative Medicines Initiative (IMI) [PREMIER](#) (Prioritisation and Risk Evaluation of Medicines in the Environment). More than 25 public- and private-sector partners currently participate in PREMIER, including public authorities, universities and

EFPIA companies. This IMI project, scheduled to run from 2020 until 2026, is geared toward continuing and expanding the iPIE database. The objectives of PREMIER include making more data and details on the studies publicly accessible and providing modeling and evaluation tools. Furthermore, it aims to develop strategies and processes that enable the prioritization of active ingredients for which little or no environmental data is currently available (there has only been a legal obligation to conduct an environmental risk assessment in the EU since 2006). The goal is to identify the active ingredients that can lead to heightened risks in the environment. The intention is to generate new environmental data for these prioritized active ingredients and enable risk assessments to be performed on them. This in turn will obviate the need for unnecessary studies – such as those involving vertebrates (fish) – for active ingredients classified as unproblematic. PREMIER also aims to research and promote options for more environmentally friendly active ingredient design.

Bayer also remains involved in the [stakeholder dialogue initiated by the German government](#) with the goal of drawing up a strategy for dealing with trace substances in bodies of water. In roundtable formats that bring together stakeholders from water management, environmental authorities and associations, health service providers and industry, measures are developed that aim to reduce the discharge of relevant trace substances.

re:contrast

As part of our re:contrast program, we take back residues of our iodinated X-ray contrast agent iopromide and our gadolinium-containing contrast agent gadobutrol from our customers. This makes it possible to avoid unnecessary environmental discharges and properly reuse the iodine or gadolinium in an industrial cycle. Once contrast agent containers have been opened, their contents need to be quickly used. Collection enables iodine and gadolinium contained in residues of unused contrast agents from doctor's surgeries, hospitals or radiology centers to be

reused. The residues are collected in special containers that can be obtained from Bayer for free and that an external service provider picks up on our behalf. This makes our system customer-friendly and participation easier for medical personnel.

Iodine recovery is already a common practice in Bayer's contrast agent production. Tons of iodine have already been recovered using our patented process and fed back into the value chain. The recovered iodine can be used for many different purposes, but not for the production of contrast agents themselves as the legal quality requirements for medicinal products do not permit this.

Focus on: Access to Healthcare

Millions of people in many parts of the world do not have access to basic medical care. According to the World Health Organization (WHO), there are various reasons for this – a lack of medicines, poverty, a lack of or inadequately trained medical personnel, a lack of political will and insufficient access to medical data.

As a leading pharmaceutical company, we believe we have a responsibility to improve access to healthcare for all. For this reason, we are focusing on areas in which we can have the biggest impact by leveraging our scientific know-how, products, partnerships and global network.

In accordance with our strategy, we aim to fulfill the need of 100 million women in low- and middle-income countries (LMICs) for modern contraception by 2030. We also want to support 100 million people in economically or medically underserved communities with self-care interventions from Bayer by 2030. For more information, please see the Sustainability Strategy chapter. Responsibility for implementing the access to healthcare strategy lies with the heads of the Pharmaceuticals and Consumer Health divisions, both of whom are members of the Board of Management of Bayer AG due to their positions. The Supervisory Board of Bayer AG monitors the attainment of the established goals.

It is also our ambition to improve access to our prescription products for people in LMICs through improved availability and modified drug pricing, as well as through our patient access programs.

We have implemented strategies for improving access to healthcare throughout the value chain.

Access to Medicine Index

Since 2008, the [Access to Medicine Foundation](#) has published a ranking of the 20 biggest pharmaceutical companies. The Access to Medicine Index evaluates the companies' measures to make medicines and diagnosis more easily accessible to people in LMICs every second year. Bayer was ranked 10th in 2024. This means that Bayer has achieved a top ten ranking in a second consecutive assessment cycle. This accomplishment aligns perfectly with our sustainability strategy, where we set the ambitious goal for ourselves to be among the top ten. Notably, our ranking has improved from 16th place in 2018 to 13th place in 2020 (which was published in 2021), 9th place in 2022, and [10th place in this index](#). We are particularly proud of our 4th place ranking in the "Governance of Access" category, which signifies our commitment to ensuring equitable access to our medicines globally. The next ATM assessment will be performed in 2026.

Family Planning

The ability of girls and young women to complete their education and thus improve their opportunities for a self-determined life is highly dependent on family planning options. For this to happen, they must be able to make their own well informed decisions about whether to have children, and, if so, how many and when. Knowledge about their own sexuality and access to modern family planning is crucial to helping young people make important life decisions. Furthermore, both education and conversations about family planning strengthen gender equality and the role of women

worldwide. That is why access to voluntary family planning has been an established human right for more than 50 years.

According to the United Nations, more than 200 million women in LMICs would like to prevent pregnancy but do not use safe and effective family planning methods. According to the [Guttmacher Institute](#) in USA and the studies of the [Copenhagen Consensus Center](#), [investment in family planning](#) is a "smart investment" for development that can support the attainment of various Sustainable Development Goals (SDGs). Family planning provides the foundation for more equality, education and affluence, and plays a crucial role in reducing poverty (SDG 1) and hunger (SDG 2), improving health (SDG 3) and increasing participation in high-quality education (SDG 4). It also strengthens gender equality (SDG 5), which in turn is a crucial factor in future economic and social development.

Collaborations

Bayer works together with international partners to improve education on sexual and reproductive health with a focus on contraceptive options. Back in 2007, in close cooperation with our partners, we launched the World Contraception Day (WCD), September 26, as an official awareness day that puts sexual rights and contraception in focus. The associated year-round Your Life information campaign is directed at young people and pursues the vision of a world where every pregnancy is wanted. WCD and Your Life are supported by a coalition of over a dozen international partners.

The campaign has a dedicated [website](#), where young people can get accurate and unbiased information on contraception. The content is presented in a straightforward, interactive and relatable way, without judgement or lectures. It seeks to address the needs and questions of a young audience,

counter common myths and misconceptions, and provide guidance and preparation for a well-informed discussion about different contraceptive methods with a healthcare professional. The online presence is complemented by the Your Life social media channels on Facebook, Instagram and YouTube, as well as the YOURLA chatbot. By means of user surveys and conducting relevant studies, we have generated evidence for the conversion of women reached via social media into users of modern contraception. In 2025, nearly 4.5 million women living in LMICs – who often lack alternative ways of engaging on sexual and reproductive health topics – were reached and educated to choose a modern contraceptive via our digital initiatives.

Access to family planning products is not adequately guaranteed in many regions of the world. As a global leader in women's health, Bayer is a longstanding partner of international family planning programs. Bayer's contraceptive products are made available there at preferential prices.

Bayer is taking active steps to support its goal of reaching 100 million women in LMICs with access to modern contraception. For example, irrespective of whether its own products are used, Bayer has been providing financial support to [The Challenge Initiative \(TCI\)](#) – a family-planning program based at Johns Hopkins University and implemented by the Gates Institute for Population and Reproductive Health – since July 2020. TCI aims to establish various family planning options on a broad scale quickly and sustainably. The program is currently being implemented in more than 210 cities. In total, 6.7 million women received access to voluntary family planning with the help of TCI since Bayer became a partner in 2020. Bayer is an anchor partner of the Gates Foundation in preclinical research pertaining to nonhormonal contraception. We undertake to make such a product available in LMICs at an affordable price as soon as it has been approved by the health authorities following the development phase.

Since 2007, Bayer has been a member of the [Reproductive Health Supplies Coalition \(RHSC\)](#), a global partnership of public, private and nongovernmental organizations (NGOs). The RHSC endeavors to ensure that people in LMICs can access affordable and high-quality contraceptives.

In addition, Bayer worked together with the United Nations Population Fund (UNFPA) and international NGOs to make hormonal contraceptives such as birth control pills, monthly and three-month injections, implants and coils available. As a strategic partner, we also provide support with expertise in the areas of supply, logistics and product registration.

In accordance with the Sustainable Development Goals (SDGs) of the United Nations (particularly SDG 3.7 and 5.6), the UNFPA and Bayer have a common vision: to measurably increase the number of women who can meet their need for modern contraceptives. The intention is to reach this goal through interventions supported by this collaboration, with the objective of strengthening the autonomy and resilience of local health systems by focusing on four specific areas: measures to sustainably develop their structure and expertise (capacity building); supply chain management; innovation; and gender equality, inclusion and diversity at the workplace.

We therefore concluded further cooperation agreements with the UNFPA in 2022, and Bayer became the first company to join the UNFPA Equalizer Accelerator Fund. In 2024, these initial agreements were extended through 2026, and Bayer also co-chairs and champions the UNFPA Coalition for Reproductive Justice in Business. We also support an active capacity-building project in Egypt that has reached a total of 528,000 women with access to modern contraception since the program was established in 2021.

Current status

We currently provide contraceptives to 68 million women in [LMICs](#). More than a third of these women are reached through commercial distribution channels – particularly in upper-middle-income countries. In contrast, the majority of women in low- and lower-middle-income countries – gain access through the international development network, such as through UNFPA or participating national family planning programs. Shipments provided through such programs are usually free of charge for the women. To address the challenges associated with facilitating access to contraceptives over the next decade and reach our target of enabling 100 million women to access modern contraceptives, we are continuously expanding our partnerships and increasing our production capacities.

Global Health Unit

Bayer has established the Global Health Unit (GHU) to further enhance access to medicines and eliminate barriers for underserved populations, primarily, but not exclusively, in more than 50 low- and middle-income countries (LMICs) where Bayer Pharma has no or limited presence. The GHU focuses on women's healthcare, cardiovascular diseases, ophthalmology, oncology, and neglected tropical diseases, employing innovative partnerships and local initiatives to meet diverse community needs. A key objective is to fulfill the need of 100 million women in low- and middle-income countries (LMICs) for modern contraception by 2030 and address neglected tropical diseases as well as non-communicable diseases.

For more information on our Group target, please see the Sustainability Strategy chapter or our [website](#).

Expansion of production capacities

We approved capital expenditures of more than €400 million to expand the contraceptive production facility at our site in Finland and build a new plant in Costa Rica. The site in Finland is preparing for market supply, and the Costa Rica site has got Good Manufacturing Practice (GMP) approval, now preparing for the supply of long-acting reversible contraceptives (implants) to [LMICs](#).

Neglected Tropical Diseases (NTDs)

Together with other pharmaceutical companies, Bayer plays an important role in fighting NTDs. Bayer supports the WHO NTD road map 2021–2030, which aims to permanently eliminate two NTDs by 2030. For over 20 years, we have provided the WHO with two essential drugs to treat [African sleeping sickness](#) and [Chagas disease](#) in Latin America free of charge. We also provide funding for logistics and the distribution of these drugs in the affected countries, as well as for other activities. Bayer reaffirmed its commitment in 2022 by signing the [Kigali Declaration on Neglected Tropical Diseases](#). In 2025, Bayer extended its commitment to fight NTDs and signed a new Support Agreement with WHO for the period 2025–2030.

African sleeping sickness

Sustained control efforts have reduced the number of new cases by 97% in the last 20 years. The disease has thus been eliminated as a global public health problem after decades of efforts.

Chagas disease

Currently, between six and seven million people are infected with the Chagas disease pathogen. Less than 1% of those infected have access to adequate diagnosis and treatment of the disease. Newborn babies and children are at

particular risk because infected, and in some cases asymptomatic, mothers can pass on the pathogen to their unborn children.

Our preclinical and clinical research has resulted in the development of a formulation of our active ingredient nifurtimox that is suitable for children, and this was approved by the US Food and Drug Administration (FDA) in 2020. Approval was granted in Bolivia in 2021, making it the first Latin American country in which this formulation is available. As non-endemic countries, Germany and Spain registered the product in 2024. The formulation enables the drug to be precisely dosed for children based on body weight. It also has better solubility and is easier to administer, which means it can be given to infants aged zero to two years. That makes this formulation of nifurtimox the first Chagas treatment approved for this age group.

Bayer signed a letter of intent for a cooperation agreement with the Brazilian Institute for pharmaceutical technology ([Farmanguinhos/Fiocruz](#)) to supply nifurtimox directly to the Brazilian government in the future. This is an important step in facilitating access to effective treatment via government programs.

Pork tapeworm

Bayer also supports the WHO in the fight against infection with the pork tapeworm (*Taenia solium*), which is transmitted through the consumption of raw or insufficiently cooked pork. When people and pigs live closely together in unhygienic conditions, infection can also occur when the tapeworm's eggs are excreted with feces. The disease is asymptomatic but can also attack the brain in the late stages if left untreated (neurocysticercosis). Infection with the pork tapeworm at this stage has led to epilepsy in about 13 million people, accounting for about one-third of all epilepsy cases in the affected countries. Bayer provides the essential drug niclosamide to treat pork tapeworm infection and financially

supports the logistics and distribution of the medicine within the scope of national programs to eliminate the illness.

Onchocerciasis

Since 2014, Bayer has worked together with the Drugs for Neglected Diseases initiative (DNDi) to develop an active ingredient for the treatment of onchocerciasis. The first clinical trials in humans (Phase II) began in 2020 and were continued in 2025 (Phase 2a completed; Phase 2b will start in 2026). Transmitted by threadworms, this tropical disease leads to incurable river blindness in about 10% of chronically ill patients. Some 30 million people around the world are infected with these threadworms, of whom more than 99% live in Africa.

Soil-transmitted helminths

A partnership between Bayer and the Swiss Tropical and Public Health Institute ([Swiss TPH](#)) started in 2023, with the Phase III clinical trial beginning in 2026. This was launched with the aim of jointly developing an effective therapy for people infected with soil-transmitted helminths. Worldwide, more than 1.5 billion people are infected with at least one soil-transmitted helminth species, with the highest prevalence reported in sub-Saharan Africa, Asia and South America.

Further Engagement

Non-communicable diseases are a major challenge, particularly in [LMICs](#). More than three-quarters of deaths from cardiovascular disease occur in LMICs. Between 1990 and 2013, sub-Saharan Africa was the only geographic region in the world to register an increase in deaths due to cardiovascular disease. The number of cardiovascular patients is expected to double by 2030. For this reason, Bayer is working to develop model projects to establish an integrated diagnosis, treatment and continuing education concept for cardiovascular diseases.

The Ghana Heart Initiative (GHI), which Bayer supported in partnership with the German Society for International Cooperation (GIZ) and local health authorities in Ghana, ran for six years until August 2024 and aimed to facilitate more specific drug access programs by strengthening the healthcare system. The proven impact of the intervention is demonstrated by the increase in the percentage of patients diagnosed with hypertension and reaching controlled blood pressure levels through treatment from a national average of 5–7% to an average of over 70% in participating facilities. This was achieved based on newly developed national guidelines for the treatment of cardiovascular diseases and the involvement of over 6,000 medical specialists who were trained to diagnose and treat these illnesses and a total of nine centers of expertise that were established to diagnose and treat deep vein thrombosis. For further information, please see the [Ghana Heart Initiative website](#).

Building on the impact of the GHI, Bayer, together with GIZ International Services, local authorities, additional pharmaceutical companies – Eli Lilly, represented by Panorama Global, and Sanofi – and the Gates Foundation, formed a new collaborative project called AYA – Integrated Healthcare Initiative. AYA was launched in September 2024 and is aimed at further strengthening Ghana's healthcare system with a focus on cardiovascular diseases and type 2 diabetes. The AYA Initiative's key goals are the following: capacity building for healthcare providers, improved access to medical equipment for cardiovascular diseases and type 2 diabetes, facilitation of screening and linkage to counselling and care, empowering of patient self-management for chronic conditions, and strengthening of data collection systems for better healthcare outcomes.

Social commitment, access programs and innovative, inclusive business models jointly contribute to the implementation of our "Health for all, Hunger for none" mission. For more information, please see chapter 9. Social Engagement.

Antimicrobial resistance (AMR)

AMR is an increasing problem in healthcare, and suitable antibiotics are urgently needed. Therefore, together with other pharmaceutical companies, we support the AMR Action Fund, which aims to bring two to four additional antibiotics to market maturity by 2030 to address AMR. The development of these antibiotics would otherwise be jeopardized by funding problems.

Equitable Drug Pricing

The cost of medicines can present a major obstacle for patients, especially when they have to pay for this themselves. This is particularly true in LMICs, most of which do not have universal health coverage for the reimbursement of medicinal and treatment cost. We are therefore working on various options, including in collaboration with charitable organizations and governmental authorities, on the one hand to provide more patients with improved access to much-needed medicines, and on the other hand to optimize the therapeutic benefit of the medication by giving patients the chance to prolong their drug therapy. For most of our key products (Adempas™, Eylea™, Kerendia™, Kyleena™, Mirena™, Nexavar™, NUBEQA®, Stivarga™, Verquvo™ and Xarelto™), including specific new launches, we have established framework conditions for adjusted, equitable pricing that also account for per capita gross national income and thus enable the establishment of selling prices that reflect the local purchasing power in the respective countries. In some countries this includes additional intra-country tiered pricing for public and private customers. This enables us to be increasingly flexible in taking decisions under consideration of local purchasing power, allowing patients to benefit more.

Patient Access Programs

Our patient access programs help patients in LMICs to better overcome financial obstacles to being able to afford prescribed medications and access them in a timely manner or, on a long-term basis, to give patients not only reliable access to drugs but also in a sustainable way. We cooperate with insurance providers, charitable organizations and other partners to advance these options. Our patient access programs are developed according to the framework conditions in each country and take account of the needs of patients, supporting them in different ways, e.g.:

- // Individual assessment of patients' financial solvency and derivation of a corresponding financing and treatment plan
- // Reduction of the financial burden on patients, for example through the provision of free and payment-based medicines or the granting of discounts on the original selling price

For more information, please see our [website](#).

Patents in low-income countries (LICs)

In LICs, Bayer does not register or enforce patents for human pharmaceuticals. This applies as long as a country retains the status of an LIC according to the World Bank classification and the country's government does not take any measures that would justify a change in that status.

We have also joined the Patent Information Initiative for Medicines (Pat-INFORMED), which provides basic patent information on our registered products, making it available to the public to facilitate the procurement of medicines, particularly in LICs.

The [WHO Model List of Essential Medicines](#) that should be available in functioning healthcare systems has been published by the WHO since 1977 and includes various medicines produced and sold by Bayer. We generated some €5.5 billion through sales of these products in 2025 (equivalent to about 12% of total Bayer sales).

Access to Self-Care

More than half the world's population does not have access to basic, vital medical services because the people do not have sufficient income, live in medically underserved regions or cannot access hospitals, pharmacies or other treatment options for various reasons. This means that billions of people rely on self-care to prevent diseases, maintain their health or treat illnesses.

We want to support 100 million people in economically or medically underserved communities with self-care interventions from Bayer by 2030. As a leading supplier of medical self-care products, we are present in many countries and regions in which people depend on self-care, and already reached 82 million people in 2025, including our strategic investments in India. For more information, please see the Sustainability Strategy chapter.

4. Procurement

As a global company, Bayer procures services and materials from all over the world. We align our procurement and supplier management processes to ambitious ethical, social and environment-related principles. We expect our suppliers to observe these principles, too, and we support them in doing so. Through this approach, we help to improve sustainability in our supply chain.

4.1 Management Approach

The Procurement organization supplies the company with raw materials, goods and services all around the world. It acts on behalf of all divisions and Enabling Functions reporting directly to the Chief Financial Officer (CFO), leveraging synergies by bundling know-how and procurement spend.

Procurement operates according to established procurement and supplier management processes. As both the market and supply chain management are very dynamic and constantly evolving, long-term contracts and active supplier management for strategically important goods and services are important elements here. They serve to minimize procurement-specific risks, such as supply bottlenecks or significant price fluctuations, and to safeguard the company's competitiveness and ensure smooth production processes.

Procurement also steers sustainability in the supply chain and is responsible for establishing supply-chain-related targets together with the Public Affairs, Sustainability & Safety (PASS) Function and meeting them together with the divisions. We exert influence on society and the environment through our procurement activities and supplier relationships. In addition to this, economic, ethical, social and ecological principles are all anchored in our [Bayer Code of Conduct](#), which is binding for all employees worldwide.

Sustainability in procurement

In our [Sustainability Statement in the Annual Report 2025](#) we report on S2 Workers in the Value Chain, E2 Pollution and G1 Governance.

We have integrated sustainability aspects into our supplier management to ensure that the way we conduct business with our suppliers is in line with environmental, social and ethical standards. Bayer regards adherence to these sustainability standards within the supply chain as a crucial factor.

By acting responsibly in collaboration with our suppliers, we aim to identify and minimize risks and create stable, long-term business relationships with our partners. This is also an important strategic lever for Bayer in safeguarding both its global competitiveness and the supply of materials and services. For this reason, the company applies not just economic standards, but also sustainability standards in choosing new suppliers or deciding to continue its relationships with existing ones. These principles are defined in Bayer's Supplier Code of Conduct, which generally forms the basis for our collaboration with suppliers.

Supplier Code of Conduct

Bayer has a [Supplier Code of Conduct](#) (SCoC) which sets forth key social, ecological and ethical standards that the group expects its suppliers and subcontractors to share. This code applies globally to all our potential and selected suppliers. It is included in all purchase orders and forms an integral part of all contract negotiations. The SCoC was reviewed and updated in 2025 to reflect current and forthcoming

legal requirements and industry standards introduced since the last update.

Bayer supports the 10 principles of the United Nations Global Compact (UNGC) on Human Rights, Labor, Environment and Anti-Corruption as well as the UN Guiding Principles on Business and Human Rights (UNGPs) and the Organisation for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises. The Bayer SCoC is based on, among other international standards, the UNGC, the International Bill of Human Rights, the International Labor Organization's (ILO) Declaration on Fundamental Principles and Rights at Work, the UNGPs, the Rio Declaration on Environment and Development, the UN Convention Against Corruption, the Convention on Biological Diversity, the UN Framework Convention on Climate Change (UNFCCC) as well as the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal, the Stockholm Convention on persistent organic pollutants (POPs), and the Minamata Convention on Mercury.

The principles laid down in Bayer's SCoC comprise an important component in supplier selection and evaluation. Moreover, we expect our suppliers to replicate these standards further down the supply chain. Bayer's SCoC is therefore made available to our suppliers with the goal of strengthening mutual understanding of how these principles should be practiced in day-to-day business.

Through the Supplier Code of Conduct, we account for the perspectives and interests of key stakeholders such as regulatory bodies, nongovernmental organizations, the scientific community, and the public and the private sector by promoting responsible and sustainable practices throughout our supply chain.

The updated version of the Bayer Supplier Code of Conduct is accessible [here](#), and it will be available in 23 languages as of 2026.

In addition, our comprehensive Supplier Code of Conduct Guidance (SCoCG) aims to provide concrete examples of good practices and benchmarks that suppliers can use, and references such as the regulatory framework and standards governing Bayer's sustainability efforts. An updated version of the SCoCG will be available in early 2026.

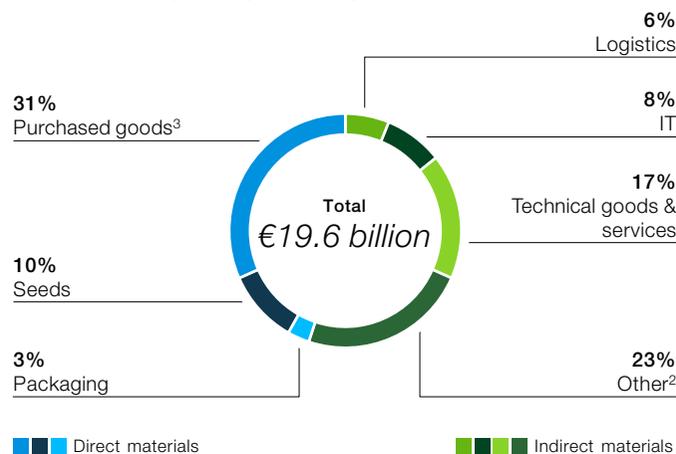
To effectively address the wide-ranging challenges of a sustainable supply chain and to leverage synergies, Bayer is a member of several initiatives including the [Pharmaceutical Supply Chain Initiative \(PSCI\)](#) and [Together for Sustainability \(TfS\)](#). These initiatives are integral elements of Bayer's commitment to sustainability in the supply chain. For further details, please refer to chapter 4.3 Sustainability in the Supply Chain.

We are continually streamlining our processes and guidelines in response to new regulations such as the Corporate Sustainability Reporting Directive (CSRD), the Corporate Sustainability Due Diligence Directive (CSDDD) and the German Supply Chain Due Diligence Act (SCDDA), which require companies to undergo a due diligence process on human rights and some environmental standards in the supply chain.

4.2 Procurement Activities

In 2025, we had a total of 91,280 (2024: 87,893) suppliers.

Procurement Spend by Category¹



¹ Figures may not add up due to rounding

² Incl. services for Marketing & Sales, R&D, HR, Legal

³ Incl. active ingredients, raw materials and intermediates, finished goods, medical devices

Our procurement spend was €19.6 billion (2024: €19.8 billion).

Procurement spend

Our procurement spend is managed in procurement categories and based on dedicated category strategies. The spend can be split into direct and indirect materials.

- // Direct materials include the categories of active ingredients, raw materials, intermediates, finished products and seeds.
- // Important components of our indirect purchasing portfolio include services for research and development (R&D), marketing & distribution, and administrative functions, along with materials required for our technical teams such as technical, engineering and infrastructural goods and services.

At 78%, most of our purchasing volume is attributable to companies from Organisation for Economic Cooperation and Development (OECD) countries, particularly the United States and Germany.

Procurement Activities per Country in € Billion¹

	2023	2024	2025
Procurement spend	22.7	19.8	19.6
Spend in OECD countries	17.6	15.6	15.3
USA	8.0	7.0	6.8
Germany	4.4	4.0	3.9
France	0.6	0.6	0.5
Other	4.7	3.6	4.1
Spend in non-OECD countries	5.1	4.2	4.3
Brazil	1.5	1.1	1.1
China	1.1	0.8	0.9
India	0.9	0.8	0.9
Other	1.6	1.0	1.5

¹ Figures may not add up due to rounding

Bayer prioritizes local purchasing wherever possible in order to respond promptly to the requirements of our sites and simultaneously strengthen local economies. In 2025, this applied to 81% (2024: 83%) of our procurement spend at our [significant locations of operation](#), and to 75% (2024: 77%) of procurement spend worldwide.

We procure various petroleum-based chemicals, but these account for 20% of our overall procurement spend at most.

Alternative raw materials

Seed is a renewable raw material that is in turn used by our customers in agriculture to grow plants.

Any other renewable raw materials used for the manufacture of our products account for a minor proportion of our chemical and pharmaceutical procurement volume. These materials are primarily used when it makes technical,

economic and ecological sense to do so. For more information, please see our [website](#).

We support value chains with the focus on sustainable production, transparency, traceability and certification. Bayer's commitment to net-zero deforestation (please see chapter 3. Product Stewardship) includes the ambition to source sustainable palm (kernel) oil derivatives and soy derivatives. Our activities are aligned with the elements of the [Accountability Framework](#) and cover the products that we directly purchase. As part of our initial assessment, we have conducted a risk assessment and due diligence. In our current response to the [CDP questionnaire](#), we have included further information.

Palm oil

Compared to our overall procurement spend, Bayer only sources a small number of palm (kernel) oil derivatives for our businesses (less than 1%). A detailed and comprehensive traceability of the origin of these already processed products is generally not possible.

We started to transition our supply chain to mass balance certified sustainable palm oil in 2021. We aim for at least 90% of palm (kernel) oil derivatives purchased by 2029 to be covered. For more information, please visit our [website](#).

Palm Oil

	2023	2024	2025
Volumes of palm oil derivatives purchased ¹	11,467	7,277	8,013
of which mass balance certified	28%	36%	42%

¹ Metric tons

Soy

We support the production of sustainable soy via the purchase of credits certified by the [Round Table on Responsible Soy](#) (RTRS). Bayer has been a member of the RTRS board since 2017, and 100% of our purchases of soy derivatives are covered by RTRS credits.

Since 2022, we have also significantly increased our efforts to gain more insights into the value chain, with the result that we can trace approximately 80% of our purchases of soy derivatives to a jurisdictional area.

Suppliers

Conducting business with a diverse supplier portfolio enhances Bayer's competitive advantage, enabling us to provide innovative and cost-effective products to customers. When selecting suppliers, we therefore consider all types of suppliers.

Number of Suppliers per Country

	2023	2024	2025
Number of suppliers	85,895	87,893	91,280
of which from OECD countries	45,558	43,361	42,992
USA	11,883	11,245	10,824
Germany	6,790	6,317	7,096
France	3,354	3,118	1,053
Other	25,704	21,590	24,019
of which from non-OECD countries	40,355	44,532	48,290
India	10,430	11,230	11,889
Brazil	7,411	7,335	8,142
China	1,808	1,825	1,864
Other	20,722	21,825	26,395
Number of countries	147	143	140

Responsible procurement

Bayer promotes diversity within the global supply chain by intentionally considering suppliers owned and operated by underrepresented groups and those that might not be noticed if we were not seeking them out when purchasing goods and services. Underrepresented groups include women, members of ethnic minorities, people with a disability and members of the

LGBTQ+ community. Together with chambers of commerce and external organizations, we help these small and diverse suppliers to advance professionally and assist them in qualifying for tendering processes.

Bayer partnered with [WEConnect International](#), a nongovernmental organization (NGO) that connects women-owned businesses to buyers around the world, on co-branded capacity-building programs that empowered women entrepreneurs from 2022–2024 in addition to actively participating in other NGO-facilitated capacity-building programs. In 2025, Bayer launched the Momentum Supplier Development Program that enhances capabilities and expands networks of small and diverse suppliers. The program features subject matter experts from the Bayer leadership who cover critical business topics such as sustainability, leadership and artificial intelligence. Since 2022, spend with small and diverse suppliers has been included in our targets for procurement. The procurement spend with certified women-owned enterprises, specifically, was €342 million in 2025.

Bayer is committed to disability-inclusive procurement, having signed on to the [Disability:IN Procure Access initiative](#) that connects companies that recognize the importance of buying and selling technology that is accessible to people with disabilities. In 2025, Bayer added Digital Accessibility to our Supplier Code of Conduct and has conducted workshops with key suppliers to increase knowledge about inclusion of people with disabilities and accessibility.

Please visit our [website](#) for awards and recognition.

4.3 Sustainability in the Supply Chain

Clear, sustainability-oriented criteria and standards apply to our supply chain at both global and regional levels. In 2025, Procurement defined KPIs that are embedded in the Procurement Scorecard. Following the Diamond Scorecard Model (4C), it is focused on Cost, Cash, Carbon (Carbon Budget and Advanced Decarbonization Supplier Spend) and Community (Responsible Procurement).

Strategic sustainability focus areas

Bayer works continuously to strategically evolve sustainability topics in procurement, particularly in relation to environmental and human rights issues and in connection with our [Responsible Procurement Program](#). We have developed indicators to monitor progress in various sustainability focus areas (e.g. supplier diversity) and define suitable targets. We also continued to ensure that all suppliers of strategic importance had to present an EcoVadis rating of at least 45 out of 100 points (“green” assessment) or a comparable audit result. Furthermore, potential new suppliers with a high inherent sustainability risk and procurement spend of more than €250,000 are examined in advance regarding sustainability aspects. In 2025, Bayer implemented an innovative AI tool empowering sourcing managers to assess potential suppliers for sustainability risks and performance.

The focus in 2025 stayed on developing strategic and operational approaches for ensuring respect for human rights and the reduction of the carbon footprint in the supply chain.

Human rights in the supply chain

In our [Sustainability Statement in the Annual Report 2025](#) we report on S2 Workers in the Value Chain.

Respect for human rights along the supply chain is firmly anchored in Bayer’s sustainability strategy, and Procurement plays a key role in implementing all necessary measures. In

2025, we continued to provide training to our procurement employees and our suppliers to help them respect human rights in the supply chain. We sustained our efforts to reinforce our procurement category strategies, embedding responsible purchasing practices among other measures, to enhance our procurement processes to comply with the requirements of the German Supply Chain Due Diligence Act (SCDDA).

In the agriculture industry, seed producers are subject to particular risks, especially as regards respecting human rights. We continue to implement measures to prevent and mitigate such risks. In 2025, we continued to implement measures to prevent and mitigate these risks. Specifically, we strengthened our procurement processes and introduced additional measures to protect human rights throughout our seed supply chain. For more information, please see chapter 5. Human Rights.

Procurement of energy from renewable sources

In our [Sustainability Statement in the Annual Report 2025](#) we report on energy including the procurement of energy from renewable sources in E1 Climate Change.

Bayer has established specific criteria for the procurement of renewable electricity. These criteria can be found [here](#). The criteria consider the geographical proximity of energy production facilities to Bayer sites, the integration of new generation sources, and a strong emphasis on harnessing wind and solar power. They are based on the “next generation green power” guidelines from the WWF (World Wide Fund For Nature).

By contributing with a case study, Bayer also supported the launch of the [Green Procurement Playbook](#) published by the World Economic Forum.

Scope 3 greenhouse gas emissions

As part of our decarbonization strategy (please see the Sustainability Statement in the Annual Report 2025), we have set a reduction target in accordance with the requirements of the Science Based Targets initiative (SBTi). We want to achieve a 25% reduction in Scope 3 greenhouse gas emissions by the end of 2029 (compared to the base year 2019). We updated this target and it was validated by the SBTi in 2024.

The majority of Scope 3 greenhouse gas emissions fall into category (3.1) ‘Purchased goods and services’. To effectively steer and reduce these emissions, we continue to drive supply chain decarbonization via our Supplier Decarbonization Program, involving experts from all divisions and relevant Enabling Functions (for more details, see the [Sustainability Statement in the Annual Report 2025](#) E1 Climate Change). With our Supplier Decarbonization program, we are driving four key priorities – developing our suppliers on their decarbonization journey, sourcing from decarbonizing suppliers, improving our process, and reporting capabilities and engaging with value chain partners. Bayer experts were invited to several external community events (e.g. Scope 3 Strategy Day (London) 2025, PSCI Decarbonization Summit 2025, etc.). Bayer also hosted its own Supplier Decarbonization webinar in 2025 to share our learnings on our decarbonization journey.

We cooperated with other companies in various initiatives, such as the Partnership for Carbon Transparency (PACT) of the World Business Council for Sustainable Development (WBCSD), the Scope 3 Program of the Together for Sustainability (TfS) initiative, the Decarbonization Team of the Pharmaceutical Supply Chain Initiative (PSCI), and the Advisory Board of the Scope 3 Peer Group.

We request Product Carbon Footprint (PCF) data sets from our suppliers. For that we are using SiGREEN, a PACT-conformant solution that enables the exchange in a way that is secure, efficient, confidential and scalable. SiGREEN is open

to any actor in any value chain. We consider exchanging GHG performance information across value chains as crucial for decarbonizing our industries.

We continued requesting suppliers to take direct action by purchasing more renewable electricity. In partnership with other PSCI members we individually invited our suppliers to the Energize program; for more information, please see [here](#).

Training for procurement employees

To enable our employees to understand the importance of sustainability aspects in our supply chain and to effectively manage our processes, we use dedicated training measures to instruct our procurement employees in our sustainability requirements. In 2025, we continued to offer a comprehensive sustainability training package (training programs via the GoLearn platform) to our procurement employees covering the focus topics.

We also conducted advanced and in-depth training courses on selected focus topics. Procurement employees take part in EcoVadis webinars, and all Bayer employees also have free access to the [TfS Academy](#), the [PSCI resource library](#) and the PSCI Learnster training platform.

In an open series of dialogues on sustainability topics, we invite our procurement employees to grow their knowledge, ask questions and interact on topics related to sustainability.

Process to improve sustainability in the supply chain

We have established a Bayer-specific four-step process to improve sustainability practices in the supply chain. This process is implemented through cross-functional cooperation between the Procurement and Public Affairs, Sustainability & Safety (PASS) (inclusive of health, safety and environmental protection [HSE] departments) and Enabling Functions.

Step 1: Sustainability supplier awareness

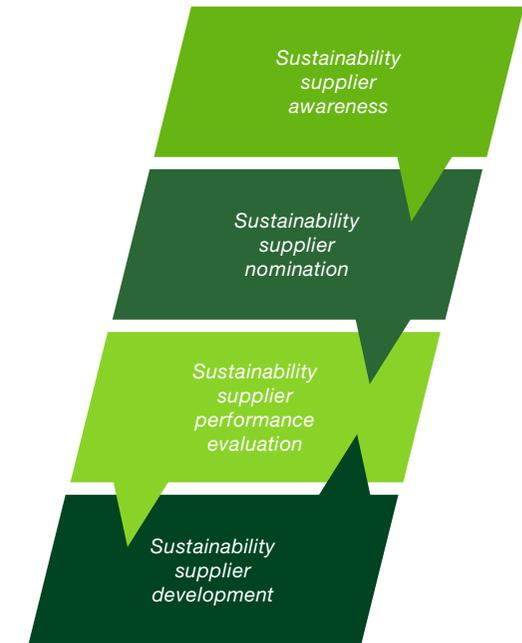
The core principles of our sustainability requirements are established in Bayer's [Supplier Code of Conduct \(SCoC\)](#), which is based on our [Bayer Human Rights Policy](#), our Legal, Compliance and Insurance Policy, the principles of the [UN Global Compact](#) and the core labor standards of the [International Labour Organization \(ILO\)](#). The Supplier Code of Conduct is available in 23 languages, and covers the areas of ethics, relations with employees and other stakeholders (including human rights), health, safety, environmental protection and quality, and corporate governance and management systems. The Bayer SCoC is frequently reviewed and updated. It includes the legal requirements of the German SCDDA. In our SCoC, we state that grievances and (compliance) violations can be reported – anonymously if desired – via a central, globally available Speak Up Channel set up by Bayer (for more information, please see chapter 2. Corporate Governance). Additionally, we expect our suppliers to make an adequate grievance mechanism available to their stakeholders.

The SCoC is applied in the selection and evaluation of our suppliers and is integrated into electronic ordering systems throughout the Bayer Group. Our SCoC is supplemented by a global guidance document ([Supplier Code of Conduct Guidance](#)), which, like the SCoC, is available on our [website](#).

Furthermore, our standard supply contracts generally contain a clause that authorizes us to verify suppliers' compliance with our sustainability requirements. This clause has been integrated into our central contracting and purchase order systems and is included in contracts.

Bayer also takes a proactive approach in raising awareness of sustainability expectations toward our strategically important suppliers. We leverage formats such as direct communication or supplier events like our Supplier Day.

Four-Step Management Process to Improve Sustainability Practices in the Supply Chain



Step 2: Sustainability supplier nomination

All strategically important suppliers and all suppliers with an identified high sustainability risk are required to undergo a sustainability evaluation.

Bayer partners with [Business for Social Responsibility \(BSR\)](#) to draw up a detailed sustainability risk framework based on internationally recognized sources such as the World Bank and the United Nations. The risk framework focuses on a supplier's sector of activity (category risk) and the country sustainability risk. Both risk factors are based on different risk dimensions, such as the environment (e.g. climate and energy), social standards (e.g. risk of child labor, abuse by security forces, living wage & living income) and corporate governance (e.g. data privacy risk). The

Evaluated Procurement Spend



¹ Sustainability evaluation by EcoVadis, TfS or PSCI

² Thereof 5.8 billion with an AI screening only

combination of category and country risk, combined with the threshold of an annual spend of €500,000, enables identification of Bayer's high sustainability risk suppliers.

Bayer examines the suppliers identified in these two steps in order to request a sustainability assessment. In 2025, the process included 157 strategically important suppliers, making up around 32% of the total spend, and 374 suppliers with a high sustainability risk and a significant procurement spend (>€0.5 million p.a.) of nearly 11% of the total spend.

Additionally, Bayer is using an AI-powered web scraping tool to assess all suppliers with procurement spend exceeding €100,000 without any sustainability evaluation. This tool collects publicly available sustainability information, including certifications, accreditations, audits, decarbonization data, policies, sanctions, lawsuits and adverse news coverage.

Furthermore, suppliers can be nominated for a sustainability evaluation by different functions, business areas or category managers, e.g. in the case of newly planned business cooperations, insufficient in-depth knowledge or outdated supplier data. Also included in the nomination are selected suppliers from the sustainability development process (see Step 4) and suppliers for which evaluations were performed according to the TfS and the PSCI audit frameworks.

Step 3: Sustainability supplier performance evaluation

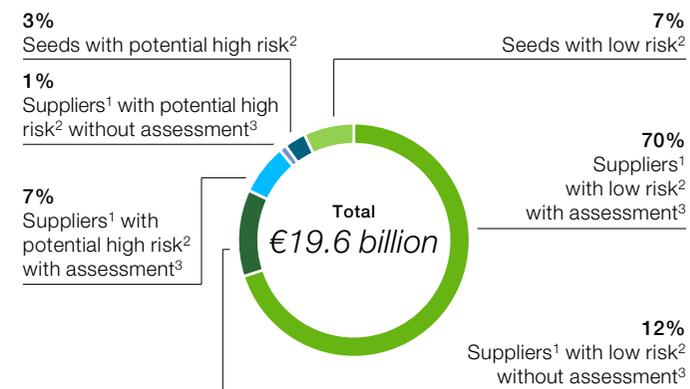
Bayer verifies the observance of the requirements of the SCoC by the suppliers selected in Step 2 by means of EcoVadis online assessments and through audits conducted by both external and Bayer auditors. EcoVadis monitors sustainability in global supply chains through an online assessment. Using technology and sustainability expertise, EcoVadis engages with companies and helps them adopt sustainable practices.

The online assessment criteria of EcoVadis – broken down into the areas of environment, ethics, labor and human rights, and sustainable procurement – correspond to the requirements of our SCoC, and also consider country- and industry-specific conditions and supplier size. In total, our service provider EcoVadis assessed 1,334 (1,324 in 2024) suppliers on our behalf in 2025.

The EcoVadis methodology is based on international sustainability standards (Global Reporting Initiative [GRI], United Nations Global Compact, ISO 26000) and supervised by a scientific committee of sustainability and supply chain experts, to ensure reliable third-party sustainability assessments. We conduct our own EcoVadis assessments annually scoring 78 out of 100 in our 2025 updated assessment. We therefore belong to the top 2% of companies rated by EcoVadis in the industry group for manufacturers of basic pharmaceutical products and pharmaceutical preparations.

In 2025, 100 audits were conducted at our suppliers by external or internal auditors. The audit criteria included both the specifications of our Supplier Code of Conduct and the industry-specific requirements of industry initiatives such as TfS and PSCI. These audits provide the opportunity for further standardization of the sustainability requirements that suppliers in the chemical and pharmaceutical industries are expected to meet. The sharing and mutual recognition of assessment and audit results also foster synergies between the members of the respective initiatives.

Risk Analysis of Procurement Activities



¹ Procurement spend for all categories excl. seeds

² Potential sustainability risk based on country and category risk

³ Sustainability evaluation by EcoVadis, TfS or PSCI

In 2025, 11,886 suppliers were screened through an AI-based web-scraping tool, to collect public sustainability information (see Step 2).

We use the specialized methodologies of EcoVadis, TfS and PSCI to assess the sustainability of companies. However, the seed supply chain is structured differently, which is why these approaches cannot currently be implemented in the same way by agricultural businesses. Suppliers in the seeds segment have a particular risk of human rights violations. Therefore, prevention and mitigation measures have been developed within the seed supply chain, which are explained in chapter 5. Human Rights.

In 2025, around 51% of our purchasing volume was attributable to suppliers who underwent a sustainability assessment (by EcoVadis, TfS or PSCI).

Excluding seeds, around 8% (€1.6 billion) of our procurement spend in 2025 was attributable to companies with a potentially high sustainability risk. Of this, we covered a total of 91% of the procurement spend (€1.5 billion) with a sustainability rating (EcoVadis, TfS or PSCI).

Bayer's HSE audit activities also contribute to our overall responsibility for a sustainable supply chain. HSE and sustainability audits complement each other, forming an efficient evaluation approach, depending on the individual risks. The results of all audits are factored into the supplier selection and management processes. In 2025, 347 (2024: 339) supplier audits were conducted, either as HSE audits or audits covering HSE topics (such as sustainability audits). For further details, please also see chapter 8. Health and Safety.

Assessments and Audits of Bayer Suppliers¹

	2022	2023	2024	2025
Sustainability assessments ² via the EcoVadis platform	1,145	1,118	1,324	1,334
Sustainability audits ³ by external or internal auditors	113	134	131	100
Suppliers screened by AI ⁴	-	-	-	11,886

¹ The online assessments of our suppliers that form part of a group generally take place at the parent-company level.

² Initial and reassessments of suppliers

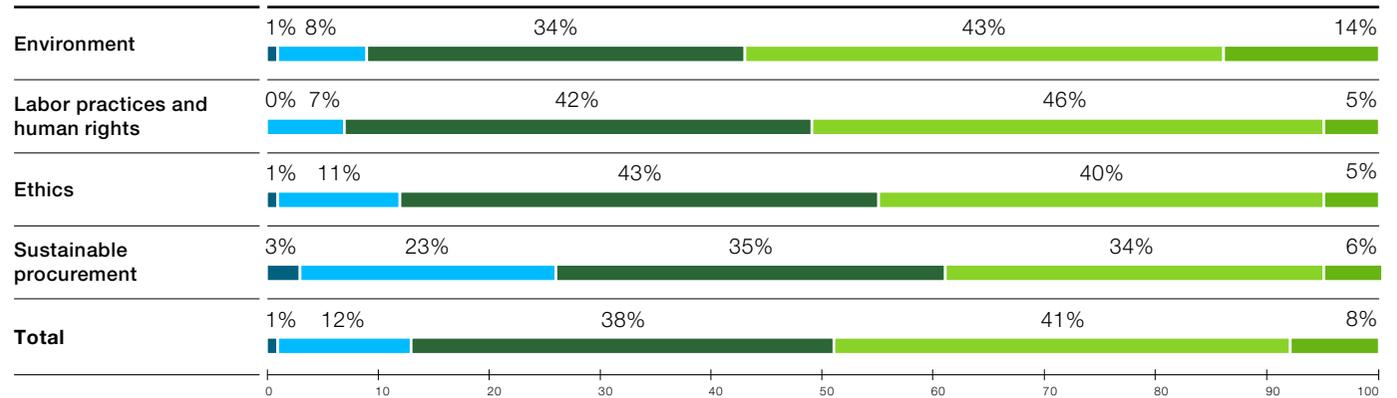
³ Initial and follow-up audits of suppliers

⁴ AI-based screening

Analyzing the EcoVadis assessments of our suppliers in 2025, the greatest need for improvement continued to be in the categories of ethics and sustainable procurement. For audited suppliers, most gaps were identified in the areas of health and safety as well as labor. Bayer provides relevant capability-building training to the suppliers. The main sources for training are the platforms from PSCI and TfS.

In addition, we have established verification processes for the fulfillment of further international regulations such as those requesting companies to disclose the origin of certain

Evaluating the Sustainability Performance of Our Suppliers



Valuation according to EcoVadis (in points): 0-24 25-44 45-64 65-84 85-100

Number of suppliers assessed: 1,334 (as of December 31, 2025)

raw materials. This also applies to conflict minerals. When surveying our relevant suppliers, we use the internationally recognized Conflict Minerals Reporting Template to identify the use, sources and origin of certain minerals in our supply chain. In our SCoC, we make clear that our suppliers have to ensure that products they supply to Bayer do not contain metals derived from minerals or their derivatives that originate from conflict regions in which the procurement of these could help – directly or indirectly – to finance or support armed groups and cause or foster human rights abuses. Suppliers who do not meet these requirements are immediately notified that these standards must be complied with and are requested to take corresponding action.

Step 4: Sustainability supplier development

Evaluated suppliers identified in the nomination step (Step 2) receive a corrective action plan based on their sustainability performance and are requested to verify their performance improvement via a re-evaluation after a reasonable period.

Additionally, we focus on improving suppliers that have poor sustainability performance through our supplier sustainability development approach. Suppliers are included in the development process based on their sustainability performance, their strategic importance for Bayer and their sustainability risk. The evaluation results are analyzed, specific improvement measures are jointly defined with the supplier, and these are documented in an action plan. Bayer supports suppliers with capability-building activities and a monitoring process. The development cycle is rounded off by a re-evaluation to verify the implementation of improvements. Bayer retains the right to terminate a supplier relationship if no improvement is observed during a re-evaluation.

In 2025, 123 suppliers were added to the development process. Some 50 suppliers have already completed the development and conducted a re-evaluation with a 92% rate (46 suppliers) of successful improvement. Some of the suppliers showed minor improvements and will continue the development cycle to achieve better performance in the future.

If critical results are recorded as a result of a serious violation or several major shortcomings are identified during a supplier's sustainability performance evaluation, specific improvement measures are then jointly defined. In 2025, critical results were determined for 12 suppliers (less than 1% of all assessed and audited suppliers). In these cases, we request that the suppliers remedy the identified weaknesses. We monitor the implementation of these activities through re-assessments or follow-up audits. In 2025, we were not prompted to end any supplier relationship solely due to sustainability performance.

In total, 953 (2024: 858) of the 1,434 (2024: 1,455) suppliers assessed via EcoVadis or audited via TfS or PSCI have improved their sustainability performance in 2025.

Furthermore, we implemented a robust development program for suppliers in the Conflict Minerals Verification Process in 2025. Our objective is to achieve a conflict-minerals-free supply chain. For this we have engaged with selected suppliers, and we are tracking improvements in their usage of metals originating from conflict regions. These are long-term efforts as the engagement goes far beyond our direct suppliers and we will continue the engagement throughout the upcoming years.

In 2025, a successful virtual supplier day, the Igniting Networks Live, was organized, highlighting Bayer's commitment to sustainability and Bayer's expectation of suppliers. The event also served to maintain effective collaboration and communication, foster long-term partnerships with suppliers to drive continuous improvement, enhance suppliers' sustainability performance and achieve strategic goals. Additionally, we organized webinars on key topics for targeted suppliers, such as the global decarbonization webinar.

External partnerships

Bayer is a member of several industry initiatives of which the two most important are the [PSCI](#) and [TfS](#). Both initiatives are integral elements of Bayer's commitment to sustainability in the supply chain, providing sustainability-oriented upskilling training for suppliers and supplier managers.

TfS is an initiative of chemical companies committed to making sustainability improvements within their own – and their suppliers' – operations. This is designed to build global standards for the environmental, social and governance performance of chemical supply chains. TfS members are chemical companies that represented a global annual turnover of over €800 billion and a global spend of more than €500 billion. The [TfS Academy](#) is a practical-oriented learning environment for suppliers and Bayer procurement employees. It covers topics such as ethical aspects, conflict minerals, waste management and anti-corruption measures. In 2025, around 150 suppliers participated in TfS training courses based on their sustainability performance and Bayer's assessment plan. The training courses dealt with labor and human rights guidelines, whistleblower procedures, environmental reporting and sustainable procurement guidelines.

The purpose of the PSCI is to define, establish and promote responsible supply chain practices, human rights, environmental sustainability and responsible business along the pharmaceutical supply chain, using the [PSCI Principles for Responsible Supply Chain Management](#) as a blueprint for responsible practice. PSCI organized more than 40 sessions and webinars for suppliers on various human rights, ethics and HSE topics in 2025. A global supplier conference and two face-to-face supplier capability-building conferences in China and India took place in 2025. In 2025, PSCI also hosted its first Decarbonization Summit for suppliers. These conferences were attended by more than 3,400 representatives. Through the [PSCI online resource library](#) our suppliers can use additional training materials, which are supplemented every year.

Besides the information provided in the PSCI resource library and in webinars, training courses on Human Rights, Ethics as well as Health, Safety and Environment are provided on the e-learning platform Learnster, which allows organizations to create their own interactive and engaging courses. Via Learnster, both PSCI members and their suppliers have access to the PSCI catalogue of courses and can track progress against the PSCI maturity framework.

Bayer is also a member of the [Sustainability Procurement Pledge's](#) (SPP) League of Champions, which provides access to a wide range of capability-building resources and engagement opportunities – developed for Procurement, by Procurement – across all regions, sectors and issues. SPP is an international organization for procurement professionals, academics and practitioners, driving awareness and knowledge about responsible sourcing practices and empowering people working in procurement.

Awards and recognitions

In 2025, our procurement activities were also recognized externally:

- // [WEConnect International](#): Gold Top Global Champion 2025
- // As a Best Place to Work for Disability Inclusion in the Disability:IN [Disability Index](#) in Brazil, Canada, Germany, India, Philippines, United Kingdom and the United States
- // [Best Corporation for Veteran Business Enterprise](#) for 2nd consecutive year (2024–2025)
- // 100% on the Human Rights Campaign Corporate Equality Index for the 8th consecutive year
- // Platinum level in the German Pride Index

5. Human Rights

Bayer is a founding member of the UN Global Compact and respects the Universal Declaration of Human Rights and the International Covenants on Civil and Political Rights and on Economic, Social and Cultural Rights of the United Nations. Our human rights due diligence is based on the related principles described in the [UN Guiding Principles on Business and Human Rights \(UNGPs\)](#) and the [Organisation for Economic Cooperation and Development \(OECD\) Guidelines for Multinational Enterprises](#). The UNGPs are considered to be among the most important international standards for preventing and combating possible human rights violations in connection with business activities. We are engaged in meeting this responsibility along the entire value chain and within our scope of influence worldwide. We also support the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy of the International Labour Organization (ILO), and the latter's core labor standards.

5.1 Management Approach

In our Sustainability Statement in the Annual Report 2025 we report on S1 Own Workforce, S2 Workers in the Value Chain, S3 Affected Communities and S4 Consumers and End-Users.

Human rights are among the responsibilities of the Chairman of the Board of Management (CEO). In his role as Chief Sustainability Officer, he is supported in the topic of human rights by the Public Affairs, Sustainability & Safety (PASS) Enabling Function. Bayer also has a Human Rights Officer who oversees risk management regarding human rights and reports to the Board of Management about his work. The implementation of our human rights standards in business operations is regulated by Group regulations, processes, and management and monitoring systems.

Bayer is fully committed to upholding human rights and has documented its stance in a globally binding [Bayer Human Rights Policy](#), which defines the human rights requirements within the company and obligates us to respect and foster human rights within our own business activities and in business relations. This policy was adopted by the Board of Management and is publicly available on the company's [website](#). It applies to all Bayer employees worldwide and the entire value chain, i.e. vis-à-vis suppliers, business partners, customers, consumers and local communities alike. In accordance with international human rights standards, we are always mindful to respect the rights of disadvantaged or vulnerable groups throughout our value chain – from indigenous peoples to individuals and groups who can benefit from Bayer's innovations.

Guided by our Code of Conduct and supplementary to our Human Rights Policy, we substantiate specific standards and responsibilities for respecting human rights in existing rules and Group regulations. These include topics like data privacy, fairness & respect at work, [HSE Management & HSE Key Requirements](#), security and crisis management. Our [Supplier Code of Conduct](#) specifies what we expect of our suppliers and obligates them to fully respect human rights. The Supplier Code of Conduct is based on a range of international standards, including the principles of the UN Global Compact and the core labor standards of the ILO.

We have put in place management systems to meet our product stewardship responsibility with regard to human rights, too. For us, product stewardship means that our products meet the highest quality standards and that neither their development and manufacture nor their disposal should cause damage to people or the environment. For more information, please see chapter 3. Product Stewardship.

As a central element of Bayer's corporate strategy, "SDG 5 Gender equality" is anchored in our work on behalf of inclusion and diversity. For more information on how we perform due diligence with respect to human rights within our own workforce, please see chapters 6. Employees and 8. Health and Safety.

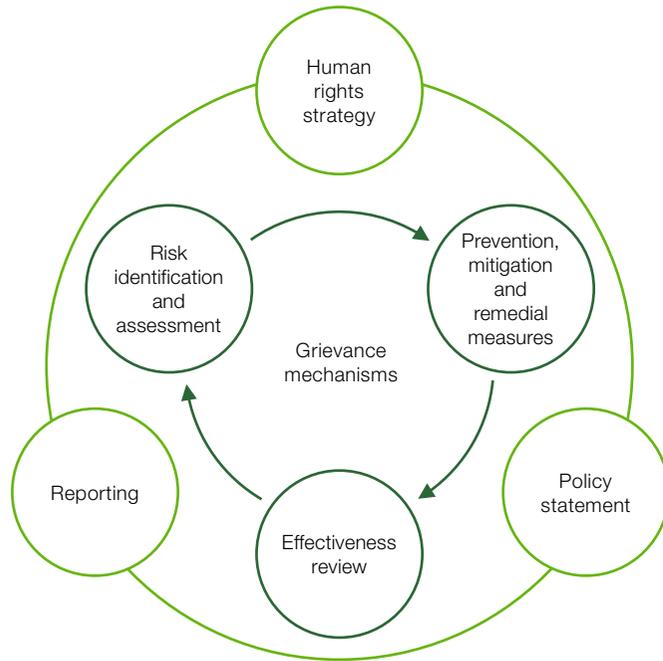
5.2 Implementing Human Rights Due Diligence

We implement measures to respect human rights both within our own company and along our entire value chain. Group regulations and processes, as well as management and monitoring systems, govern the implementation of human rights standards.

We are aware that the implementation of human rights due diligence is a continuous process that must be constantly adapted and improved. To ensure respect for human rights in the value chain in a targeted manner, Bayer operates according to a due diligence approach that is based on the UNGPs and OECD Guidelines for Multinational Enterprises.

Guided by our human rights strategy and Group-wide management systems, our due diligence process comprises a policy statement, risk identification and assessment processes, prevention and mitigation measures, the implementation of remedial measures, and measures for determining effectiveness and reporting, along with access to grievance mechanisms.

Human Rights Due Diligence in Accordance with UNGPs and OECD Guidelines at Bayer



Human rights strategy

By 2030, we want to be industry-leading in our approach to human rights, based on our human rights strategy, which comprises three interlinking phases:

- // **Definition of the framework:** derivation of the human rights strategy based on an analysis of the status and risks in accordance with the UNGPs and OECD Guidelines, our mission “Health for all, Hunger for none” and the legal requirements such as those stemming from the German Supply Chain Due Diligence Act (SCDDA)
- // **Operationalization and full integration:** expansion of existing due diligence processes to address human rights risks

// **Strategic positive contribution:** support for the respect of human rights in areas that concern our business

The issue of human rights is among the responsibilities of the Chairman of the Board of Management (CEO), who consults regularly with the Human Rights Officer. In 2025, the Board of Management was briefed one time by the Human Rights Officer on the officer’s work and developments in this regard.

Our external Sustainability Council advises the company in sustainability matters, including business and human rights.

The implementation of our human rights strategy is also overseen by the ESG Committee of the Supervisory Board. In 2025 the board met once regarding human rights topics and four times in total.

For more information on the ESG Committee and the Sustainability Council, please see chapter 2. Corporate Governance.

Policy statement

Our commitment to human rights is documented in a globally binding Group regulation, the Bayer Human Rights Policy. This commitment includes internationally recognized human rights in accordance with the International Bill of Human Rights and the Declaration on Fundamental Principles and Rights at Work of the ILO. This commitment was directly approved by the Board of Management and is available on our [website](#).

This Group regulation is regularly reviewed and updated as needed. It applies both internally and when dealing with external business partners of Bayer, (direct and indirect) suppliers, contractors, customers, consumers, members of local communities and government officials. In addition to the German and English version, it was translated into Chinese, French, Italian, Japanese, Spanish, Portuguese and Russian.

New employees are made aware of Bayer’s human rights obligations during their onboarding activities.

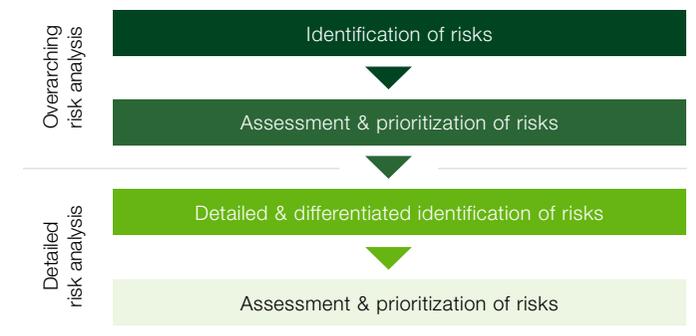
Reporting

We regularly inform the public in this annually published Impact Report about our strategy, approaches and results in connection with human rights due diligence. Furthermore, we report explicitly on our measures to combat modern slavery in our annually updated [Modern Slavery Statement](#). In 2025, we published the second report under the SCDDA and are also publishing the second Sustainability Statement under the EU Corporate Sustainability Reporting Directive (CSRD) in 2026 as part of our [2025 Annual Report](#).

Risk identification and assessment

We use a risk analysis to identify potentially adverse impacts of our business activity on human rights. In doing so, human rights risks are identified, evaluated and prioritized, from an overarching risk analysis for the entire company to detailed analyses in selected areas. Our risk analysis is aligned to the [Chemie³ industry standard](#):

Levels of Risk Analysis according to Chemie³ Industry Standard



The analyses are conducted at least once per year and on an ad hoc basis. The results of this human rights risk analysis are communicated to relevant internal decision-makers and incorporated into the Bayer risk portfolio of our Group-

wide, integrated risk management system in cases where the threshold values are exceeded. There, decisions on risk mitigation measures are also documented. The risk portfolio is regularly reviewed by the Bayer Assurance Committee; please see chapter 2. Corporate Governance.

We have identified six priority issues:

- // Right to health
- // Responsible use of natural resources
- // Protection against child labor
- // Right to freedom from slavery, servitude and forced labor
- // Right to fair and favorable working conditions
- // Right to freedom of association

Risks are identified and assessed at a superordinate level in a two-step process:

Our Priority Human Rights Along the Value Chain

Upstream value chain	<ul style="list-style-type: none"> // Responsible use of natural resources // Protection against child labor // Right to freedom from slavery, servitude and forced labor // Right to fair and favorable working conditions // Right to freedom of association
Own operations	<ul style="list-style-type: none"> // Right to fair and favorable working conditions // Right to freedom of association
Downstream value chain	<ul style="list-style-type: none"> // Responsible use of natural resources // Right to health

- // The first step is to identify potential human rights risks that we could encounter, either through our business activities, products and services or in our value chain.
- // The second step is to assess these rights separately in terms of their risks regarding their degree of severity (based on their scale, scope and irremediability), materiality and likelihood of occurrence.

Saliency and materiality

Two dimensions must be accounted for when managing human rights risks:

- // The first comprises salient human rights issues, which refer to those human rights that can be most severely impacted by our activities and business relationships.
- // The other concerns material human rights, which are those that are of great importance for our internal and external stakeholders.

In assessing human rights-related risks, we distinguish between gross and net risks. The gross risk refers to a risk a company can expect due to its business operations, the type and scope of its products and services along the value chain, excluding any governance measures (in other words, prevention and mitigation measures). The net risk describes the gross risk, taking account of prevention/mitigation measures that have already been established.

First, we assessed the respective gross risk and then the net risk, considering established prevention and mitigation measures.

This enabled us to identify and assess the human rights that could be negatively impacted most significantly through our activities and business relationships in the upstream and

downstream value chains (salient human rights) or that are of particular importance for our company (material human rights).

For more information on the detailed risk analyses, please see chapters 4. Procurement, 6. Employees, 7. Environment and 8. Health and Safety.

Prevention/mitigation and remedial measures

We offer numerous ongoing training programs to enhance employees' awareness of the importance of human rights in their day-to-day activities and outside the organization. This includes a basic training course entitled "Respecting Human Rights at Bayer" to further anchor awareness about, and respect for, human rights throughout the Bayer Group. The training course is available to employees in nine languages (English, Chinese, French, German, Italian, Japanese, Portuguese, Russian and Spanish).

In 2025, 88% of our employees received training on aspects of our Human Rights Policy in sessions totaling more than 233,000 hours. The topic of human rights is an integral element of training measures for the management teams of our country organizations.

In 2025, several trainings and learning sessions were conducted. Our Human Rights Community conducted learning sessions for different functions, e.g. Product Supply. The Procurement function conducted a learning session about Sustainability Risks, Rights & Responsibilities, and the Supervisory Board received dedicated Human Rights training.

We continue to be member of the [Together for Sustainability \(TfS\)](#) industry initiative, the [Pharmaceutical Supply Chain Initiative \(PSCI\)](#) and the [International Seeds Federation \(ISF\)](#) to successfully meet the wide-ranging challenges of a sustainable supply chain and work out synergies. This involves conducting audits and assessments or offering further education activities such as training and conferences.

We verify the observance of human rights at our sites partly by means of Bayer audits. Bayer Internal Audit regularly conducts audits following the standards of the Institute of Internal Auditors (IIA). The annual audit planning follows a risk-based approach. These audits include a verification of our human resources processes, particularly concerning labor contracts, compliance with hiring requirements (including a minimum age verification) of our permanent and temporary employees, and employees' working hours. Internal Audit also examines whether employees are paid a living wage. Our procurement processes are audited as well, for example the commissioning of contractors. A total of 78 audit reports were compiled in 2025, of which 8 were preventive compliance program audits or incident-related investigations.

If we determine that a human rights violation has occurred or is imminent within our own business activities or those of a supplier, we immediately take appropriate remedial measures to prevent or stop them or to minimize their scope.

We report in detail on human rights due diligence for our workforce and the local communities in the relevant chapters 3. Product Stewardship, 5.3 Respect for Human Rights in the Supply Chain, 6. Employees, 7. Environmental Protection and 8. Health and Safety.

Effectiveness review

We continue to develop the concept and individual measurement systems, considering established measurement systems, such as supply chain monitoring, social impact measurement for our smallholder projects or the safety culture program.

In 2025, in accordance with legal obligations (e.g., the German Supply Chain Due Diligence Act) and Bayer's own commitment to continuously improving existing systems, a functional and accessibility test of the grievance mechanism, Bayer's Speak Up Channel, was conducted. The test focused on countries with a generally high human rights risk. Overall, the test confirmed the proper and intended functioning of

the mechanism. At the same time, further areas for improvement were identified, which are now being addressed.

For more information, please see the Sustainability Strategy chapter, chapters 4. Procurement and 8. Health and Safety.

Grievance mechanisms

If there are indications of violations of our Human Rights Policy, employees and members of the general public can contact the worldwide [Speak Up Channel](#), which is operated by an independent, external provider. Reports can be filed by anyone either via webpage, Speak Up App or through a phone call made in the caller's preferred language. This can also be done anonymously, if desired. Alternatively, employees can also report suspected violations to the respective compliance functions or to the Internal Audit unit or submit information via an internal company email address (known as the Speak-Up Inbox) or in the form of an incident request via a platform (also anonymously if desired and if permitted by respective national law).

The compliance function records and processes all compliance violations. This enables us to systematically register, track and sanction various types of human rights violations. The action taken depends on factors including the gravity of the violation and applicable law. All cases are recorded according to uniform criteria throughout the Bayer Group and dealt with under the rules set forth in Bayer's Group Regulation on Legal, Compliance & Insurance.

For more information on compliance management at Bayer, please see chapter 2. Corporate Governance.

5.3 Respect for Human Rights in the Supply Chain

In our [Sustainability Statement in the Annual Report 2025](#) we report on S2 Workers in the Value Chain.

Regarding the topic of human rights, we are focusing particularly on our supply chain as this connects us with several million rights holders – in other words, people who are directly or indirectly impacted by our activities. For this purpose, Bayer Procurement undertakes a classification of the sustainability risk of our suppliers. This risk classification encompasses all procurement countries and categories such as services and seed production, the latter also including seasonal workers. This enables us to identify and systematically address human rights risks by country and category.

Aspects of human rights (e.g. human trafficking, modern slavery and freedom of association) are also covered in the training offerings in connection with the Bayer [Supplier Code of Conduct Guidance document](#), which supplements our Supplier Code of Conduct and supports suppliers in implementing the requirements of the code.

Furthermore, we verify the observance of human rights by our suppliers, partly by means of on-site audits that include interviews with the suppliers' management and employees. In 2025, we actively worked together with suppliers in whose operations we had identified critical findings regarding human rights in the previous year. Where necessary, the suppliers were included in our Sustainability Supplier Development Program, follow-up audits were conducted in 2025, or further audits are planned. In this way, we attempt to improve the situation for suppliers' employees not just in the short term, but also in the long term. In 2025, audits of suppliers uncovered a very small number of critical findings regarding applicable wages, employee benefits, working hours and health and safety. In each of these cases, we also actively cooperated with our suppliers by agreeing on a

time-bound corrective action plan to improve the situation for employees in a timely fashion. The focus in 2024 was on developing strategic and operational approaches for respecting human rights in the supply chain. In 2025, Bayer implemented an innovative AI tool empowering procurement managers to assess potential suppliers for ESG risks and performance for their sourcing activities. We continued developing strategic and operational approaches for respecting human rights in the supply chain. For more information, please see chapter 4. Procurement.

Challenges in the seed supply chain

In general, the risk of human rights violations is a fundamental risk in seed supply chains and therefore also generally a risk for Bayer. In 2025, we again dealt in detail with human rights risks along our global seed supply chain and continued our risk prevention and mitigation measures. The risk of human rights violations in the seed supply chain is potentially higher in the following countries in which we are active:

Potentially High-Risk Countries for Human Rights Violations in the Seed Supply Chain

Asia/Pacific	Europe/Middle East/Africa	Latin/Central America	North America
India	Malawi	Peru	–
Thailand	Republic of Zambia	–	–

Measures undertaken to mitigate risks included Bayer's Child Care Program to identify and prohibit child labor.

Tackling child labor in the seed supply chain

Bayer works to prevent child labor through the Child Care Program. The program is established in India, Bangladesh, the Philippines, Thailand and Indonesia.

Through our Child Care Program, we continuously raise awareness among our suppliers about the problem of child labor and clearly communicate our requirements, because

our position on child labor is unambiguous: it is strictly prohibited at Bayer. We therefore oblige our suppliers to refrain from illegally employing children.

The goal of the Child Care Program is to take action against child labor in the seed supply chain. It therefore involves systematic and repeated inspections of individual seed producers in their fields by local Bayer employees during the growing season.

Graduated sanctions are applied to our suppliers for non-compliance with our prohibition on child labor. These range from written warnings to termination of the contract in the case of repeated noncompliance. Thanks to a stringent monitoring system and the support of local information and educational initiatives, no cases of child labor have been identified in India, Indonesia, Bangladesh, the Philippines or Thailand to date since the 2021/22 growing season.

Through the Child Care Program, we also conduct activities outside the growing season to prevent child labor. In the off season, Bayer employees visit schools to emphasize the importance of a good education to schoolchildren and their teachers. Accompanied by medical personnel, they also underline the importance of good hygiene.

Extraction of raw materials

Our upstream, indirect supply chain includes certain raw materials whose extraction poses a heightened risk of human rights violations. This applies to the supply chains of minerals, as well as palm and soybean oil and their derivatives. In addition to our clear expectation that our suppliers also implement the principles defined in our Supplier Code of Conduct in the upstream supply chain, we have established further measures to respect human rights.

Bayer's net-zero deforestation target and its commitment to respecting human rights throughout the supply chain also include the objective of sourcing sustainable palm (kernel) oil

derivates and sustainable soybean derivatives. For more information, please see chapter 4. Procurement.

Bayer strives for more sustainable value chains focused on more sustainable production, transparency, traceability and certification. Our activities are aligned with the elements of the Accountability Framework. We work with our partners and suppliers to further reduce our ecological footprint and to establish social and ethical standards.

We continue to advocate for the responsible procurement of conflict materials. As the procurement of minerals originating in unstable regions of the world can contribute to the financing of conflicts and the violation of human rights, our Supplier Code of Conduct communicates our explicit expectation that our suppliers ensure products supplied to Bayer do not contain metals derived from raw materials originating from conflict regions that directly or indirectly help to finance or support armed groups and cause or foster human rights abuses.

5.4 Stakeholder Engagement and Partnerships

We find it very important to consider the interests of people potentially impacted by our activities. Therefore, we also coordinate our human rights due diligence approach with Bayer's German and European works council as well as with various elected employee representatives.

We want to perform our due diligence for constructive stakeholder involvement and are working on a concept based on practical experience that incorporates the interests of affected parties.

Local stakeholder engagement in Peru

We initiated local stakeholder engagement in 2023 at our production site in Peru in response to concerns raised about working conditions. During an initial on-site visit, with the involvement of regional Bayer human rights experts and the human rights expert on our Sustainability Council, measures to improve the local situation were implemented. These measures encompassed training for local employees, including members of site management, collaboration with employees to strengthen the accessibility of our grievance channels, and strengthening engagement with external stakeholders. This led to a structured approach to address locally identified needs. One example of this approach is regular meetings with the union representatives and a local NGO to ensure a transparent dialogue.

In 2025, we have found that small group sessions with employees have proved to be successful for identifying questions and concerns and achieving timely resolutions.

We will continue fostering open and constructive dialogue with all stakeholders, building on the foundation laid to identify opportunities for joint growth and continuous improvement. Together, we aim to further strengthen trust, safety and the overall workplace environment.

Dialogue with stakeholders

We regularly engage in dialogue with stakeholders on the topic of human rights and actively participate in committees and initiatives established to ensure their observance. We do this, for example, in the corresponding working groups of econsense, where we have overseen the themes of human rights and industry since 2022, and participate in the

Business for Social Responsibility (BSR) initiative. The member companies from various industries discuss best practices, challenges and experiences in implementing human rights and the UN Guiding Principles on Business and Human Rights (UNGPs).

Bayer is also an active participant in the discussion on due diligence with respect to human rights at the EU level and on the implementation of the requirements stemming from the German Supply Chain Due Diligence Act (SCDDA) at the national level.

In 2025, Bayer participated in the International Labor Conference (113th), to represent both the technical and practical corporate perspective regarding the Biological Hazard Standard in the ILO's second discussion.

Nurturing partnerships

Continuously raising awareness about child labor in the agriculture sector requires extensive measures and the involvement of various stakeholders. Against this background, Bayer joined with other seed companies back in 2019 to establish the Enabling Child and Human Rights with Seed Organizations (ECHO) initiative. ECHO is one of the biggest multi-stakeholder forums in India for the promotion of children's rights and decent work – which includes fair wages, as well as healthy and safe working conditions. In 2025, ECHO organized a walkathon to mark the World Day Against Child Labor with the goal of raising awareness about the issue.

Bayer engages with the International Seed Federation (ISF) through its sustainability and policy platforms and is an active member of ISF's Coordination Group on Environment and Social Responsibility (ESR), which highlights the role of the private seed sector in advancing environmental and social standards. As part of this ESR Working Group, Bayer collaborates with other seed companies to further join forces in designing and aligning standards for environmentally and

socially responsible seed operations, helping to shape common practices across the global seed industry. In 2025, the ESR Working Group focused on enhancing efforts related to human rights by developing additional practical guidance on responsible labor practices in daily seed operations.

6. Employees

Bayer's success is essentially built on the knowledge and commitment of its employees. At Bayer, employees can positively change the world through their work, in addition to developing themselves further. We want our company to be characterized by inclusion and diversity and to enable people of different backgrounds and skills to generate added value for our world. We offer attractive conditions and wide-ranging individual development opportunities for all employees, and bear responsibility all around the world. In our [Sustainability Statement in the Annual Report 2025](#) we report on S1 Own Workforce.

6.1 Management Approach

Human Resources (HR) at Bayer assumes leadership of the HR organization and is responsible for the Group-wide regulations and standards for our employees. HR is headed directly by a member of the Board of Management, the Chief Talent Officer, who also assumes the position of Labor Director. HR is responsible for the operational design, implementation and steering of the global HR processes with the goal of accelerating the development and impact of our talent.

Corporate culture

The company aims to create a culture that is based on fairness and respect for all. As established in the [Bayer Human Rights Policy](#), we are committed to respecting the human rights of our employees and therefore to fair and equal treatment as a basic principle of our work environment. This includes observing Group-wide standards of conduct and protecting employees from discrimination, harassment and retaliation. These standards are set out in our Code of Conduct, which was signed by the Board of Management. Bayer employees around the world are provided with guidance on how to comply with these standards.

External Recognition as an Employer of Choice

Bayer's strong reputation as an employer continues to be confirmed through numerous national and international awards and rankings. In 2025, we received the Top Employer Europe certification from the Top Employers Institute, recognizing our efforts across key markets including Germany, the Benelux region, Spain and Portugal. We also maintained our Top Employer status in China, underscoring our consistent commitment to people-first practices.

More than half of Bayer's global workforce is based in Germany, China, the United States and Brazil, countries where we continue to be ranked among the best employers. In the United States, Bayer was honored once again as one of America's Greatest Workplaces for Diversity 2025 by Newsweek, a recognition that reflects our inclusive workplace culture. Additionally, we retained our high rating on the Disability Equality Index, being named a Best Place to Work for Disability Inclusion for the sixth consecutive year. Bayer also continued its support for military veterans by earning the Military Friendly Employer 2025 designation.

New in 2025, Bayer was listed in Forbes' World's Top Companies for Women, a global benchmark that evaluates companies based on criteria such as representation of women in leadership, parental leave, pay equity and career advancement support. This recognition underscores Bayer's ongoing efforts to foster gender equity and support all employees in achieving their full potential.

In 2025, Bayer Brazil was widely recognized for its leadership in inclusion and workplace excellence, earning top positions in national and sectoral rankings from organizations such as "Great Place to Work" (GPTW), Ethos/Época de Inclusão, and the Pact for Racial Equity Certification.

In Africa, Bayer was re-certified by the Top Employer Institute in both Kenya and South Africa, with particularly strong scores in Leadership Strategy, Organizational Change, Digital HR, and Employer Branding affirming our continued investment in local talent development and inclusive leadership.

In India, Bayer was again recognized from Dow India among India's Best Workplaces in Chemicals 2025, highlighting our focus on safety, collaboration, and continuous learning in the region. These accolades reflect Bayer's global HR strategy in action built on principles of [Dynamic Shared Ownership](#), employee empowerment, and purpose-driven leadership. They also reaffirm our position as a trusted employer in a wide range of geographies and industries.

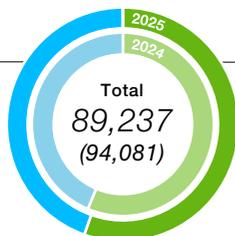
Digitalization and responsible AI

We see digitalization as a major opportunity for Bayer. In accordance with the applicable laws, robotic process automation and artificial intelligence are deployed in various HR processes to simplify them and increase efficiency. They also help improve user experience and reduce costs and manual activities. The company provides a diverse set of training opportunities and community exchange in the area of digitalization on how to utilize artificial intelligence (AI), e.g. as Feedback Assistant or AI Support for Meeting Minutes. The company launched a new web-based training course on Responsible Use of AI in February 2025. This obligatory training has been assigned to Bayer employees to provide an overview of AI and its responsible use. The training course is available in nine languages and has been completed by around 95% of our employees. The training explains how AI works and how it can be used within Bayer; also, it raises awareness of potential risks and legal implications.

6.2 Employee Data¹

Total Employees 2025 (2024)

44.6% (43.7%)
Managerial
39,760 (41,081)

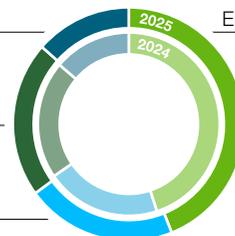


55.4% (56.3%)
Nonmanagerial
49,477 (53,000)

	Women		Men	
	2024	2025	2024	2025
Managerial	18,093	17,585	22,988	22,175
Nonmanagerial	21,492	19,992	31,508	29,485
Total	39,585	37,577	54,496	51,660

Employees by Region 2025 (2024)

13.5% (13.8%)
Latin America
12,004 (12,994)



44.0% (45.0%)
Europe/Middle East/Africa
39,258 (42,334)

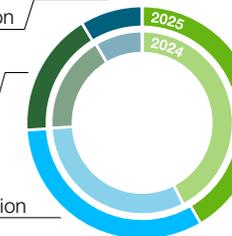
21.6% (20.8%)
Asia/Pacific
19,265 (19,548)

21.0% (20.4%)
North America
18,710 (19,205)

	2024	2025	Change (%)
Europe/Middle East/Africa	42,334	39,258	-7.3
North America	19,205	18,710	-2.6
Asia/Pacific	19,548	19,265	-1.4
Latin America	12,994	12,004	-7.6

Employees by Function 2025 (2024)

8.7% (8.5%)
General administration
7,728 (7,973)



17.3% (17.4%)
R&D
15,424 (16,336)

32.5% (31.6%)
Marketing & distribution
28,963 (29,751)

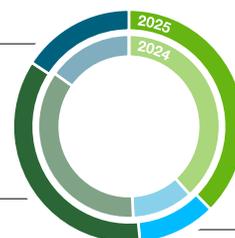
41.6% (42.5%)
Production
37,122 (40,021)

	2024	2025	Change (%)
Production	40,021	37,122	-7.2
Marketing & distribution	29,751	28,963	-2.6
R&D	16,336	15,424	-5.6
General administration	7,973	7,728	-3.1

¹ The figures in this report exclude casual employees such as students, apprentices and seasonal workers in our total employee population. For detailed figures on casual employees, please refer to the Sustainability Statement in the Annual Report 2025.

Employees by Division 2025 (2024)

15.8% (15.2%)
Enabling functions
14,063 (14,256)



37.6% (38.4%)
Pharmaceuticals
33,529 (36,097)

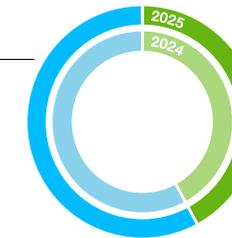
35.8% (35.6%)
Crop Science
31,941 (33,472)

10.9% (10.9%)
Consumer Health
9,704 (10,256)

	2024	2025	Change (%)
Crop Science	33,472	31,941	-4.6
Pharmaceuticals	36,097	33,529	-7.1
Consumer Health	10,256	9,704	-5.4
Enabling Functions	14,256	14,063	-1.4

Employees by Gender 2025 (2024)

57.9% (57.9%)
Men
51,600 (54,496)



42.1% (42.1%)
Women
37,577 (39,585)

	Women		Men	
	2024	2025	2024	2025
Europe/Middle East/Africa	18,832	17,546	23,502	21,712
North America	7,464	7,261	11,741	11,449
Asia/Pacific	8,129	7,942	11,419	11,323
Latin America	5,160	4,828	7,834	7,176
Total	39,585	37,577	54,496	51,660

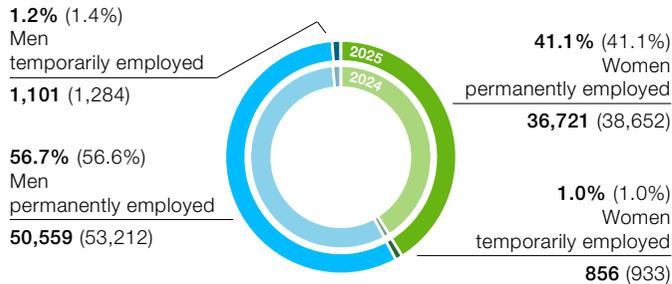
6.3 Employment in Detail

On December 31, 2025, Bayer employed 89,237 (2024: 94,081 people worldwide. In Germany, we had 19,600 (2024: 21,824) employees, which was 22.0% of the total Group workforce (2024: 23.2%). For further employee data, please see the [2025 Annual Report](#).

Employment status

Within Bayer's workforce, 2.2% of employees (1.0% women and 1.2% men) have temporary contracts. On the reporting date, our employees had worked for the Bayer Group for an average of 11 years (2024: 11 years; women: 11 years, men: 12 years).

Employees by Employment Status, Gender and Region 2025 (2024)



	Permanently employed		Temporarily employed	
	2024	2025	2024	2025
Europe/Middle East/Africa	40,940	37,989	1,394	1,269
North America	19,161	18,677	44	33
Asia/Pacific	19,102	18,842	446	423
Latin America	12,661	11,772	333	232

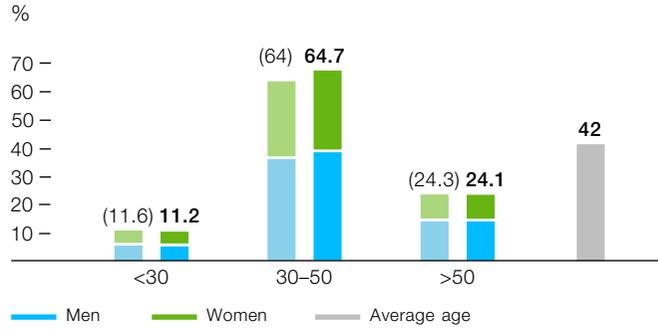
Demographics

We want to create an optimal environment for our employees in all life phases and thus safeguard the long-term availability of specialists and internal knowledge transfer. We take a range of steps to address the individual needs of our employees by offering jobs appropriate to different career stages along with health and sports programs, flexible working arrangements and active knowledge management.

Through the German Bayer Senior Experts Network (BaySEN) initiative, selected experts can continue to contribute their expertise even after retirement by temporarily working for Bayer on certain projects or for special tasks. In this way, BaySEN supports demographic diversity and helps different generations to work together and learn with and from one another.

The average age of our employees Group-wide is 42.

Employees by Age Group 2025 (2024)



The demographic situation differs greatly from one region to another.

Employees by Gender, Region and Age Group 2025

	Total	Europe/ Middle East/Africa	North America	Asia/ Pacific	Latin America
Women	37,577	17,546	7,261	7,942	4,828
<30		1,440	644	1,614	815
30-50		11,266	4,139	5,769	3,529
>50		4,840	2,478	559	484
Men	51,660	21,712	11,449	11,323	7,176
<30		1,990	975	1,633	854
30-50		13,077	6,685	8,115	5,137
>50		6,645	3,789	1,575	1,185

In Germany, the General Works Agreements on lifetime working and demographic change and on addressing demographic change at the nonmanagerial level at Bayer are among the tools we use to help shape the working environment for all life phases. These General Works Agreements provide for a reduction in employee workloads that was extended to further age groups, as well as measures to ease the return to work of non-managerial employees after long-term illness, and an extensive health screening program for all employees. In 2025, 99% of those who were eligible took part in the program to reduce the workload of older employees. What's more, the BayZeit long-term account makes it possible for employees in Germany to convert part of their gross salary in the early years of their employment into free time that they can take off later.

Talent acquisition

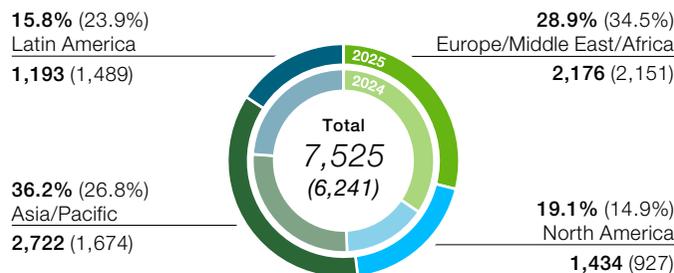
We pursue the overarching objective of attracting qualified employees and retaining them over the long term. In accordance with our Human Resources (HR) strategy, we ensure that new employees are well integrated into the company culture and manage talent acquisition through a continuous process. In line with our Group Regulation on Talent Attraction, the Human Resources function has provided mandatory guidelines for the process worldwide, which have been signed by the Board of Management.

To acquire and retain talent, we focus heavily on social media and our global careers page. Country-specific acquisition and awareness campaigns enable local configurations as well as the measurement of how many talented candidates were reached and hired. We use our Talent Marketplace to match talented candidates with vacant positions based on their skills and experience, as well as to streamline the internal pre-selection process and reduce bias. The deployed technology was subjected to a thorough ethical examination.

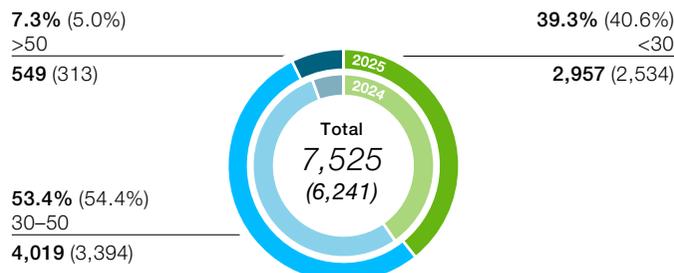
In total, the Bayer Group hired 7,525 new employees in 2025, accounting for 8.6% of the workforce.

New Hires 2025 (2024)

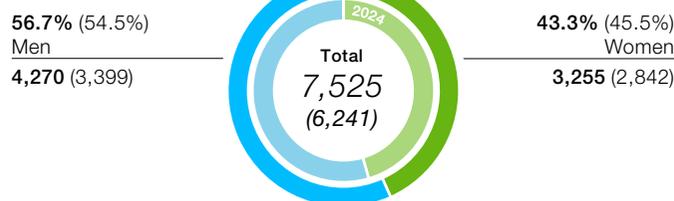
by Region



by Age Group



by Gender



Fluctuation

The overall fluctuation rate in 2025 was 13.7%, a decrease of 0.3% compared to 2024. This figure includes all employer- and employee-driven terminations, termination agreements, retirements and deaths.

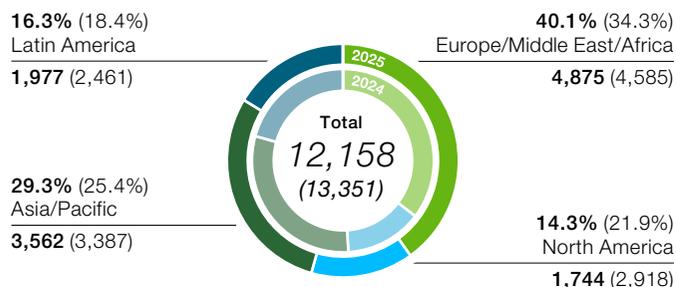
Fluctuation of employees

%	Voluntary			Total		
	2023	2024	2025	2023	2024	2025
Women	5.3	6.0	5.4	11.2	14.5	13.8
Men	5.2	5.1	5.1	11.4	13.6	13.7
Total	5.2	5.5	5.2	11.3	14.0	13.7

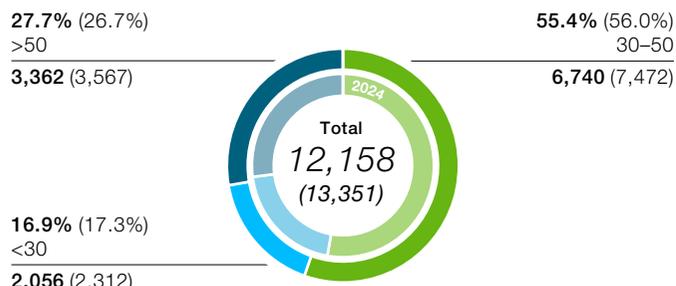
Bayer uses temporary employees from staffing agencies primarily in response to short-term personnel requirements, fluctuations in order levels, for temporary projects or as replacements for employees suffering a long-term illness. In some countries, staff are employed via agencies for seasonal work. On December 31, 2025, some 2,357 temporary employees from staffing agencies were working for Bayer at our significant locations of operation. In Germany, the proportion of such temporary employees from staffing agencies compared with the total for the core workforce was 0.6%.

Fluctuation of Employees 2025 (2024)

by Region



by Age Group



by Gender



Diversity and Inclusion

The role of the Global Diversity Head has been newly established with a focus on designing a global diversity strategy to better enable our business. We employ people from 142 nations. The voluntary self-declaration of ethnic background is currently available in a selected number of countries. Of our employees in Brazil, 28% are Black, 3% are Asian and 1% are of other ethnic origin. Of our employees in South Africa, 35% are Black, 6% are Asian and 4% are Colored (multi-ethnic). In the United States (incl. Puerto Rico), the workforce includes 12% Asian, 5% Black or African descent, 10% Hispanic or Latino and 2% other ethnic origin.

Another aspect that supports our culture strategy is the work being done by our global Business Resource Groups (BRGs): By giving a voice to diverse constituencies within the company and the community, BRGs assist Bayer with cultivating an inclusive workplace.

Our global BRGs are:

- // BLEND (Advocating for lesbian, gay, bisexual, transgender and queer [LGBTQ+] people and supporters)
- // ENABLE (Advocating for people with disabilities/diverse abilities)
- // GROW (Advocating for women's advancements)
- // BayAfro (Advocating for people of Black/African descent and allies)
- // MERGE (Enhancing multigenerational competence within the organization)

Each BRG is supported by a member of the Board of Management and an executive sponsor from the company. People with disabilities are an integral part of our workforce. Based on voluntary statements by employees, we employ around 1,995 people with disabilities in 49 countries, 45% of whom are women and 55% men. That represents 2.6% of our workforce in countries where self-declaration is possible. Most employees with disabilities work in Germany, where they made up 4.2% of the workforce in 2025.

Further information on the topic "Diversity and Inclusion" can be found in the [Sustainability Statement in the Annual Report 2025](#).

Restructuring measures

We act with social responsibility when changes and restructuring measures are necessary. In all countries, we aim to minimize the impact on employees and find mutually agreeable solutions in cases where job reductions are necessary. This is also the case in Germany, where agreements are in place with employee representatives that fundamentally rule out dismissals for operational reasons in the intercompany personnel network of Bayer AG until the end of 2026. We are at different stages of development regarding the acceleration of our transformation announced in 2020. We anticipate that all the major transformation measures announced in 2020 will be implemented by the end of this year. Flexible models with attractive conditions are offered to employees of various age groups. Employees can also receive counseling on career reorientation and are supported through job application training measures.

Introduction of a new organizational model

We are currently working on better familiarizing our organization with the mission of "Health for all, Hunger for none," and are therefore introducing a new system called [Dynamic Shared Ownership](#) (DSO). This new organizational model is more closely aligned to customer needs and empowers our

teams to more effectively satisfy these needs and deploy our resources more efficiently in the future.

Our goal is for employees to work in small, self-administered teams. Activities are prioritized according to their contribution to fulfilling our mission, and their progress is measured in short 90-day cycles, which greatly increases our speed of action. This enables the number of coordination tasks and management levels to be reduced.

Fair compensation

Bayer applies uniform standards to ensure that employees are fairly compensated throughout the Group. Our performance and responsibility-related compensation system combines a basic salary with performance-related elements, plus additional benefits. Adjustments based on continuous benchmarking make our compensation internationally competitive.

At Bayer, individual salaries are based on personal and professional abilities and the level of responsibility assigned, among other factors. One critical basis for this is a job evaluation independent of the individual. At the managerial level, this is based on a uniform evaluation approach for all positions throughout the Group using the internationally recognized Korn Ferry method. Differences in pay based on gender are ruled out in areas of the Bayer Group and jobs covered by a binding collective bargaining agreement. As a company, we exceed local market conditions with regard to compensation levels and pay at least a living wage or commit to bringing employees up to a minimum living wage via our next annual merit cycle.

In most cases, full- and part-time employees at our [significant locations of operation](#) receive the same rates of fixed and variable pay. Our compensation concept also includes variable one-time payments to recognize outstanding performance. In many countries, employee stock programs enable the purchase of Bayer shares at a discount. Depending on

statutory requirements, employees on temporary contracts may not be entitled to long-term compensation components such as pension plans in some countries. The long-term variable compensation (LTI) of our LTI-entitled managerial employees considers progress toward the Group's sustainability targets.

Gender pay equity is one of the key pillars of the global diversity and inclusion strategy at Bayer. One key supporting initiative is the Group-wide measurement and analysis of the "unadjusted" gender pay gap.

The average global unadjusted gender pay gap was 1.32% in 2025 and was calculated according to the ESRS requirements. Further information on our approach to adequate wages can be found in the [Sustainability Statement in the Annual Report 2025](#), S1 Own workforce.

In addition, Bayer also reviews individual and collective employee compensation to identify any "adjusted gender pay gaps" using a machine-learning-based algorithmic methodology. Currently 20 Bayer country organizations participate in the pay equality analysis that together account for 79% of the total workforce.

Further information on our approach to fair compensation can be found in the [Sustainability Statement in the Annual Report 2025](#).

Retirement benefits

In addition to providing attractive compensation for their work, Bayer contributes to the financial security of its current and former employees. Retirement benefit plans are available to 85% (2024: 84%, 2023: 79%) of Bayer employees worldwide including statutory pension programs. The benefits provided depend on the legal, fiscal and economic conditions in each country, employee compensation and individual years of service.

Availability of Retirement Benefit Plans¹

%	2023	2024	2025
Europe/Middle East/Africa	85	90	92
North America	99	100	99
Asia/Pacific	57	58	60
Latin America	65	82	83
Overall Average	79	84	85

¹ Bayer started to communicate both company pension plans and statutory plans in 2024.

6.4 Learning and Training

Our employees need a broad spectrum of competencies, skills and knowledge to fulfill our mission of "Health for all, Hunger for none." Successful careers at Bayer are the result of lifelong learning. We view it as a central task to offer our employees a broad range of continuing education options for their development.

We provide access to high-quality learning and training opportunities that not only promote employees' career advancement but also contribute to their personal development. We create a strong team by actively involving our employees in the development of their skills, knowledge and abilities.

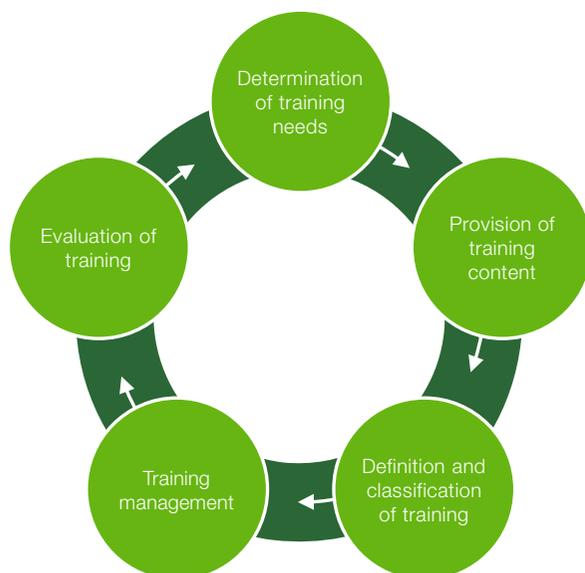
Global training process

Bayer has introduced a global, good working practice (GxP)-validated training process that offers all organizational units a framework for standardized training management throughout the company. It comprises five subprocesses and follows a learning life cycle:

// "Determination of training needs" describes the process of analyzing, reviewing and planning strategic and business-critical training needs based on the reports and evaluations available.

- // “Provision of training content” comprises the development and application of learning content depending on business-related and individual training requirements.
- // “Definition and classification of training” establishes which training measures are assigned to which target groups and in what form.
- // “Training management” describes the daily workflows such as the creation of a training offering on the learning platforms, logistical administration through to registration processes and completion, and the assessment of skills.
- // “Evaluation of training” describes all forms of evaluation options. It serves to evaluate existing training offerings with the goal of providing content for identifying training needs to initiate a new learning life cycle.

Overview: Global Training Process



The global training process is supported by two complementary systems – our learning management system and the learning experience platform. The learning management

system is used for compulsory and GxP-relevant training courses, formal and internal learning content, tracking course completion, and the provision and assignment of training offerings. The learning experience platform enables access to various content providers and wide-ranging offerings, e.g. LinkedIn Learning: Bayer-internal content curation with more than 30,000 training contents, or Education First: customizable language training offerings in virtual classroom, 1:1 and group settings.

Individual learning

Through easily accessible learning opportunities, we enable our employees to learn according to their own needs and schedules. With the help of digital technologies, we offer the option of a personalized learning path. As part of our learning environment, customized content can specifically be selected from internal and external sources via the learning experience platform. We continuously update various learning materials such as videos, books, courses, podcasts and articles in the areas of digitalization, artificial intelligence, diversity and inclusion and leadership.

The top three skills most frequently named by our employees are leadership, project management and change management.

Digitalization and artificial intelligence (AI) represent a major opportunity for Bayer. Our focus lies on developing the skills of our employees, especially in these fields. Additionally, we provide learning offerings in IT and other business-critical areas such as production, sustainability and human resources.

Our leadership programs, mapped to Dynamic Shared Ownership (DSO) and Visionary, Architect, Catalyst and Coach (VACC) behaviors, serve as the foundation for shaping a company culture in which every employee is empowered to contribute to our common success, irrespective of his or her position.

Bayer supports employee recruitment, retention and business productivity by offering educational reimbursements in some countries as a benefit that help employees achieve educational goals while enhancing qualifications, and the ability to contribute to current and future business success. Through the Educational Assistance Program, Bayer provides financial assistance for tuition and related expenses to eligible employees who demonstrate the potential and drive to make a greater impact within the company.

Functional academies such as the Innovation Academy, IT Academy and R&D Academy offer advanced training in various disciplines.

Based on the company's Code of Conduct, full- and part-time employees and temporary employees from staffing agencies complete the obligatory compliance and ongoing vocational training, both through classroom-based courses and computer-assisted education measures. Their completion is verified (the monitoring of training completion for mandatory training units is performed by the responsible content owner in the business).

Learning and training time averaged around 24.0 hours per employee in 2025 (22.2 in 2024). The average cost of ongoing training per employee was €654.

Every Bayer employee is eligible to receive training. Of the total workforce, 91% completed at least one training offer.

Learning and Training Hours 2025

Category	Women	Men	Total
Top management	10.4	9.2	9.6
Management	19.6	16.8	18.0
Nonmanagerial	24.4	30.9	28.2
Overall average	22.3	25.5	24.0

Vocational training

To meet the need for skilled employees, Bayer hires apprentices in 29 different occupations, primarily in Germany. We employed 1,095 apprentices overall in 2025 (of whom 31% were women). Around the world, Bayer also offers trainee programs in various areas for those embarking on a career and internships for students.

6.5 Employee Development and Integration

Bayer promotes a culture of candid feedback and encourages feedback in all directions – from leaders to employees, between colleagues and from employees to leaders.

All our employees serve as role models and play an important part in promoting performance and further developing the feedback culture at Bayer. Employees continuously seek opportunities to ask and provide feedback by reaching out to people closest to their work. Likewise, leaders can collect input from former leaders, work team colleagues and other stakeholders.

Performance goals and development dialogues

Bayer pursues a globally standardized approach for performance evaluation and employee development. The performance evaluation procedure is available to 85% of our employees worldwide. Those excluded from this are primarily employees whose existing works agreements do not allow for individual performance assessments, for example in Germany.

Our employees and leaders can jointly set flexible annual goals. In consultation with their leaders, employees can select goals of relevance for themselves and their work areas and can also make flexible adjustments to the goals during the entire year. In line with the Dynamic Shared Ownership (DSO) operational model, we abolished the mandatory

recording and tracking of goal setting and check-ins starting in 2024. We have made these changes to reduce the amount of data entry and give employees and leaders more time to focus on meaningful coaching conversations and connections.

Some 85% of our employees (73% of our nonmanagerials and 100% of our leaders) can participate in a year-end evaluation. At the end of 2025, 100% of the eligible employees (43% female and 57% male) received such an evaluation. In addition, employees can regularly and openly discuss their performance, challenges, ideas and well-being with their leaders during check-ins.

Managers throughout the Group have the option of presenting Top Performance Awards to incentivize outstanding individual and team successes. These involve a variable payment to reward special achievements directly in a timely fashion. Additional recognition programs are in place in some countries. In many countries, employees are recognized with years-of-service awards.

Employees can evaluate perspectives for their further career development together with their leaders. Such discussions, known as development dialogues, can identify development and learning needs that can be thematically covered by the MyLearning management system, the GoLearn learning experience platform and other employee development tools (please see chapter 6.4 Learning and Training).

Thanks to our wide-ranging business activities, employees throughout the Bayer Group can access various opportunities for development. Vacancies throughout the Bayer Group, from nonmanagerial right up to upper management level, are advertised via a globally accessible platform.

Supporting scientists

To maintain enthusiasm for Bayer among top researchers and scientists, we offer them special development opportunities that are tailored to their requirements. These include

new scientific challenges, special advanced training offerings and a career path either as experts or as managers in various Bayer regions, functions or divisions. Through our Science Fellows Community, we talk to our scientific specialists about their own career development. Special mentoring programs are established to support employees' early development and their regular networking with experienced scientists and managers.

Promoting dialogue and exchange

Bayer offers employees numerous means of actively discussing company-specific topics and scope for optimization via various internal communication channels. We actively involve our employees in business processes by offering the opportunity for dialogue. Informing staff comprehensively and in good time about upcoming internal company changes, in compliance with the applicable national and international regulations, is very important to us.

We measure employee sentiment at Bayer by means of institutionalized discussions and regular employee surveys. This enables us to monitor the effectiveness of our initiatives and implement any necessary improvements. In addition, we conducted an employee survey (Ownership Pulse), with the focus on the implementation of Dynamic Shared Ownership (DSO), in 2025 with a participation rate of 56%. The global employee survey has been conducted exclusively online (paperless) since 2022.

We engage in open and trustful dialogue with employee representatives worldwide. The main dialogue formats are regular employee assemblies and information events for managers, as well as the European Forum, at which employee representatives from European sites engage in discussion with the Board of Management and other company managers on topics of overarching relevance to the company.

Rewarding ideas

To promote a culture of innovation in the workplace, additional platforms for making work-related suggestions are available to employees in Germany. The suggestions made here by employees on improving processes, occupational safety and health protection are rewarded and utilized. Some 2,445 ideas were submitted in 2025, and 38% of the suggestions for improvement evaluated in 2025 were implemented. In the first year of implementation alone, those improvements that led to quantifiable benefits generated savings of some €4.8 million. In 2025, Bayer distributed bonuses of around €1.2 million for the implemented proposals.

Volunteer work to support social projects and initiatives

Giving back is a vital part of the DNA of Bayer. Our Bayer employees have long volunteered their own time on behalf of their communities. For example, our employees founded social initiatives in different countries to enable local teams to serve their communities in efficient and targeted ways. A Global Corporate Volunteering Procedure was introduced in 2023, enabling employees to take one day off per year with pay for volunteering services with social organizations. Employees can use an online platform for volunteering services to search for organizations and events to actively support. In total, nine countries have participated in a volunteering program based on global guidelines and utilizing the global platform. In parallel, already existing local volunteering programs continue to be maintained and successfully managed locally. In total, more than 210 volunteering projects were conducted in 2025 leading to over 7,400 hours of company-sponsored volunteering leave for our employees.

Another example of employee engagement is the charitable donation program Helping Cents. Through this, our employees in Germany can donate the “spare cents” after the decimal point on their monthly payslip for charitable projects. Bayer then doubles these donations. In 2025, more than 7,000 employees took part in this and donated more than €36,000.

6.6 Employee Rights

Employees at all Bayer sites around the world have the right to elect their own representatives. In 2025, the working conditions for around 54% of our employees worldwide were governed by collective or company agreements. At various country companies, the interests of the workforce are represented by elected employee representatives who have a right to be consulted on certain personnel-related decisions.

Proportion of Collective Agreements by Region¹

%	2023	2024	2025
Europe/Middle East/Africa	79	81	84
North America	1	1	1
Asia/Pacific	46	46	44
Latin America	51	50	50
Total	52	53	54

¹ Percentage of employees covered by collective bargaining agreements or company agreements, especially with respect to wages and working conditions

The contractually agreed working hours of our employees do not exceed 48 hours a week at any of our significant locations of operation.

Further information regarding freedom of association can be found in the Sustainability Statement in the Annual Report 2025.

6.7 Work-Life Integration

We help our employees to balance their work and private lives. Taking their individual situation into account, we give them flexibility in shaping their working hours and work locations and offer them parental leave and support with childcare and caring for close relatives. In many countries, our commitment in this area goes beyond the statutory requirements. An overview of the selected benefits for employees in each country can be found at the end of this chapter.

Hybrid working

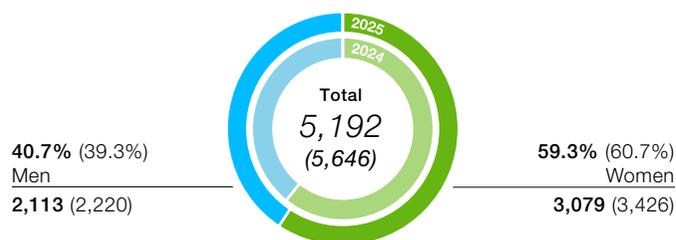
Within the scope of our Next Normal Office and New Ways of Working concepts, we fundamentally give our employees the possibility to align with their supervisor whether and in which manner hybrid working is possible with a flexible mix of mobile work and presence at the workplace.

The increased use of flexible working models is part of our Next Normal Office Concept, in which our employees at all hierarchy levels (empowerment) are given more flexibility and responsibility. In line with the requirements of (labor) law and considering cultural differences, we want to meet the needs of our employees and customers and thus strengthen our business operations.

Bayer in Germany has agreed to uniform conditions for mobile working in a General Works Agreement with the Works Council. Through this, employees have the freedom to work remotely on certain days, which is subject to alignment with and consent of their supervisor.

In 2025, part-time employees accounted for around 6.0% of the Bayer Group workforce (approximately 59% female and 41% male), 96% primarily located in Europe. Some 3% of part-time employees were located in Asia and 1% in North America, with very few part-time employees in Latin America.

Part-Time Employees by Gender 2025 (2024)



Bayer enables both men and women to take parental leave, although national parental leave regulations vary widely from country to country. Some 1,296 women and 1,416 men took parental leave in 2025. Over the course of the year, 1,753 employees returned to work from parental leave.

The next table uses Germany as an example and shows the number of employees who have returned to work after opting for the standard statutory parental leave program of up to three years per child. By the end of 2025, 73% had returned to work. Some 61% of women and 85% of men who have taken parental leave since 2023 have returned to work.

Employees Returning from Parental Leave in Germany 2025

	Women		Men		Total	
	%	absolute	%	absolute	%	absolute
Employees on parental leave since 2023	50	1,034	50	1,015	100	2,049
of which still on parental leave/dormant contract	30	308	4	42	17	350
of which returned by 2025	61	627	85	864	73	1,491
of which with terminated contract ¹	10	99	11	109	10	208

¹ This includes employer- and employee-driven terminations, severance agreements and departures following the expiration of employment contracts.

In addition, using the BayZeit long-term account, employees in Germany can convert part of their salary into free time, which they can later take off to care for children or dependents, or to take part in an advanced training course, for example. We also enable and support job sharing at Bayer (including in leadership positions).

The General Works Agreement on caring for close relatives helps Bayer employees in Germany to combine their work with their role as carers by utilizing adapted worktime models and taking temporary paid leaves.

Health provision

“Health for all” is a core element of our corporate mission, which is why the health of our employees is of the utmost importance for us. We have established health provision programs and support access to reliable and high-quality healthcare. For information on our occupational health and safety measures, please see chapter 8. Health and Safety.

Our occupational health management activities include numerous additional preventive programs, ranging from ergonomic workplace and stress management initiatives to incentive systems to promote healthy behavior. Employees can access these programs through Bayer’s intranet and through internal and external company benefits platforms. Our employee representatives are included in occupational health management and are actively involved in its further development. The Bayer European Forum – which brings together management and employee representatives – has signed the Luxembourg Declaration on Workplace Health Promotion in the EU and is committed to the principles contained therein regarding the implementation of workplace health promotion. Health check-ups are an integral part of our global health promotion initiatives.

We want to provide employees in all countries with access to reliable and high-quality healthcare. Almost 99% of our employees worldwide have either statutory or private health insurance or can obtain health insurance through the company.

Health Insurance Coverage¹

%	2023	2024	2025
Europe/Middle East/Africa	99	100	100
North America	92	95	99
Asia/Pacific	97	100	100
Latin America	100	100	100
Total	97	99	99

¹ Financially supported by the employer

Selected benefits for employees (by country)

As part of our Total Rewards Package, we offer our employees various benefits in respect of local market needs and conditions. The following overview highlights the most relevant

plans concerning leaves, health and insurances in countries with more than 570 employees; it is not a complete list of all benefit programs in place. Many local benefits reflect the cultural background in a country or the country's legal

requirements. Not every benefit is available in every location within a country or to every employee (e.g. working remotely is not available for employees working in production).

Countries/ Benefits	HC (2025)	Maternity leave ¹	Paternity leave ¹	Childcare ²	Lactation options ³	Elderly care ⁴	Sabbatical (unpaid leave)	Education/ exam leave	Leave for social/ other volunteering	Other leaves ⁵	Flexible working hours ⁶	Working remotely ⁶	Worktime reduction (full-/part-time possible) ⁷	Health and well- being programs ⁸	Sports and recreation ⁹	Employee assis- tance programs ¹⁰	Health insurance ¹¹	Life/accident insurance	Disability insurance
Germany	19,026	X	X	X	-	X	X	X	X	X ¹²	X	X	X	X	X	X	X	X	-
USA	16,619	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
China	6,905	X	X	X	X	X	X	-	X	X	X	X	-	X	X	X	X	X	X
India	5,364	X	X	X	-	-	-	-	X	X	X	X	-	X	X	X	X	X	-
Brazil	4,498	X	X	X	-	-	-	-	-	X	X	X	-	X	X	X	X	X	X
Mexico	3,234	X	X	X	X	-	-	-	-	X	X	X	-	X	X	X	X	X	-
France	2,334	X	X	X	X	X	X	X	-	X	X	X	X	X	X	X	X	X	X
Spain	2,230	X	X	X	X	-	X	X	X	X	X	X	X	X	X	X	X	X	X
Argentina	1,757	X	X	X	-	-	-	X	-	X	X	X	X	X	X	X	X	X	X
Japan	1,680	X	X	X	X	X	-	-	X	X	X	X	X	X	X	X	X	X	X
Philippines	1,614	X	X	-	X	-	X	X	-	X	X	X	-	X	X	X	X	X	X
Poland	1,611	X	X	-	X	-	X	X	X	X	X	X	X	X	X	X	X	X	X
Russia	1,439	X	X	-	X	-	-	X	X	X	X	X	X	X	X	X	X	X	X
Switzerland	1,360	X	X	X	X	X	X	X	-	X	X	X	X	X	X	X	X	X	X
Italy	1,115	X	X	-	-	-	X	X	X	X	X	X	X	X	X	X	X	X	X
Canada	1,049	X	X	X	-	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Finland	943	X	X	-	-	-	-	-	-	X	X	X	X	X	X	X	X	X	X
Turkey	909	X	X	-	X	-	-	X	X	X	X	-	X	X	X	X	X	X	X
Netherlands	872	X	X	-	X	-	X	X	X	X	X	X	X	X	X	X	X	X	X
Belgium	855	X	X	-	X	-	X	X	X	X	X	X	X	X	X	X	X	X	X
Costa Rica	853	X	X	-	-	-	-	-	-	X	X	X	-	X	-	X	X	X	X
Indonesia	796	X	X	-	X	-	X	-	-	X	X	X	-	X	X	X	X	X	X
UK	702	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Thailand	573	X	X	-	-	-	-	-	-	X	X	X	-	X	-	X	X	X	X
South Africa	571	X	X	-	-	-	X	X	-	-	X	X	X	X	X	X	X	X	X

¹ Length of parental leave (maternity/primary or paternity/secondary) and financial support vary by country; fully paid, partly paid (company and/or government funded), unpaid leave (parental leave) or combination possible; at least in compliance with statutory requirements; in some countries adoption leaves or additional unpaid leave for childcare possible

² Details vary by country, may include company-owned childcare facilities (kindergarten), contracts with childcare facilities, discounted childcare, financial support for childcare, childcare during holidays/back-up childcare

³ Details vary by country, may include lactation rooms on-site, lactation/breastfeeding time

⁴ Details vary by country, may include leave for taking care of close relatives, back-up care

⁵ Details vary by country, may include paid or unpaid leave for family duties, marriage, military or civic duties, pilgrimages, emergency situations, compassionate leave

⁶ Details vary by country, may not be offered to employees in production facilities or field staff

⁷ Details vary by country, may include worktime reduction due to childcare or due to age

⁸ Details vary by country, may include health examinations, check-ups, personal health assessment, health coaching, free or subsidized vaccinations

⁹ Details vary by country, may include on-site sport facilities or classes, subsidized gym or gym classes, newsletter on health, fitness and mental health

¹⁰ Details vary by country, may include counseling service (personal or telephone) for employees who need assistance (e.g. personal issues, family, job-related, financial), in some countries also available for family members

¹¹ Details vary by country, includes basic health insurance where no public health insurance system is in place, additional topics may be covered, e.g. dental, vision, hospitalization, pharmacy; in some countries dependents are also covered

¹² Germany: various programs including: "Family and work": option to terminate contract for seven years with guarantee of re-employment; BayZeit: exemption from work for at least one month (care of children or close relatives or qualification measures); FreizZeit: option to use company bonus to buy up to a week of free time in addition to vacation (managerial employees)

7. Environment

Protecting the environment is one of our highest priorities. We work continuously to reduce the environmental impact of our business activities and develop product solutions that benefit the environment. In our [Sustainability Statement in the Annual Report 2025](#) we report on the material Environmental sustainability matters of E1 Climate, E2 Pollution, E3 Water and Marine Resources, E4 Biodiversity and ecosystems and E5 Resources use and circular economy.

7.1 Management Approach

Responsibility for steering and monitoring environmental protection aspects, as well as health and safety, across the Group lies with the Public Affairs, Sustainability & Safety (PASS) Enabling Function. This function is assigned to the Chairman of the Board of Management (CEO), who also serves as Bayer's Chief Sustainability Officer (CSO). The PASS Enabling Function establishes responsibilities, targets, key performance indicators and framework conditions for the entire Group. These conditions include the provisions of the Group Regulation on [HSE Management & HSE Key Requirements](#), which forms an integral part of the global health, safety and environmental protection (HSE) management system and describes the approach for coordinating and monitoring environmental processes at Bayer and defines core environmental requirements that need to be implemented worldwide.

Management systems for environmental protection are in place, and these are integrated into the business processes throughout the Group. Operational responsibility for environmental protection lies with the individual sites and divisions, which steer HSE via management systems, committees and working groups at our sites. Incident and emergency preparedness is managed at site level, with a global notification procedure in place.

Environmental management at the sites also involves the development and implementation of site-specific environmental protection targets and programs to reduce our environmental impact. Environmental protection measures are identified, planned and implemented through cross-functional cooperation between the divisions and enabling functions. The following priorities apply:

- // Avoiding waste/emissions
- // Recycling in all cases where it is practicable to do so by reasonable means
- // Minimizing waste/emissions that cannot be avoided or recycled

We report all relevant environmental data of the Group, including for all fully consolidated companies in which we have a share of more than 50%, collect data on environmental incidents at all sites worldwide, and record environmental indicators at 210 environmentally relevant production, research and administration sites, compiling this in the Group-wide system. All sites where annual energy consumption exceeds 1.5 terajoules and/or 50 million liters of water received per year are environmentally relevant.

Ecological & Sustainability Assessments for capital expenditures

Our environmental commitment extends beyond the scope of legal requirements. We perform voluntary Ecological & Sustainability Assessments for capital expenditure projects exceeding €10 million. The goal is to adequately assess environmental impact and other sustainability dimensions and involve stakeholders at an early stage. This includes an evaluation of direct and indirect greenhouse gas emissions.

The Ecological & Sustainability Assessments ensure uniform environmental and sustainability standards worldwide, considering Bayer's internal standards and the best available technologies (BAT) according to EU standards. The assessments ensure that we safeguard our capital expenditure over the long term by anticipating and addressing future legislative changes at an early stage. Examples of the implementation of capital expenditure projects can be found in this chapter and in the [Sustainability Statement in the Annual Report 2025](#).

In the case of acquisitions, we examine compliance with the applicable environmental regulations as well as fundamental employee rights at the production sites in question. Through our HSE management systems, we also avoid damage and disruptions to work and production.

Environmental management systems

In accordance with the Group Regulation on HSE Management & HSE Key Requirements, our sites must have environmental management systems in place that follow recognized international standards such as ISO 14001. We aim to maintain 80% of our business activities (based on energy consumption at environmentally relevant sites) covered with certification to ISO 14001 or ISO 45001.

Standards and Certifications

% of business activities based on energy consumption of environmentally relevant sites	2022	2023	2024	2025
ISO 14001 certification/EMAS validation	81	79	79	81
Degree of coverage with certification ¹	86	84	83	81

¹ ISO 14001/EMAS validation or ISO 45001/ (calculation has been adjusted based on the scope of commitment)

At the European level, we are required to comply with the EU Energy Efficiency Directive (2012/27/EU), which stipulates that companies must conduct regular energy audits or implement an ISO 50001-certified energy management system. The sites subject to these requirements are responsible for taking the necessary actions and are also covered by our annual internal HSE audit program. In total, 19 sites have been certified in accordance with ISO 50001 in 2025.

Internal HSE audits

Audits are an integral component of our global HSE management system and include environmental aspects, such as emissions into the air, wastewater or waste handling. They assist in ensuring compliance with applicable environmentally relevant regulations and improve our environmental performance worldwide. HSE audits help to safeguard our license to operate through the identification and mitigation of possible environmental risks. Bayer's global HSE audit program is based on the international standard ISO 19011 and comprises both general HSE audits and process and plant safety audits. The Group Regulation on Health, Safety and Environmental (HSE) Audits define the basic principles and methodology for selecting, planning, implementing and post-processing audits according to a risk-based approach. The regulation also serves to increase employee awareness on this important topic and to foster continuous improvement in environmental protection.

Through the overarching HSE audit approach, we include all environmentally relevant sites and apply uniform standards worldwide. When selecting sites for audit, the focus is particularly on production sites, major Bayer warehouses, sites with research and development units and major seed treatment and processing units.

Evidence of HSE audits

The frequency of audits is determined by considering the risk category (based partly on the size of the site or the type of production activity), the performance evaluation (based

partly on past audit results, for example) and risk-mitigating measures (e.g. existing environmentally relevant certifications such as to ISO 14001), and ranges from every two to every seven years. Event-driven audits can be carried out in addition to this. The audit criteria comprise all applicable environmental protection regulations and standards for the area being audited, including Bayer regulations, local HSE management system regulations, locally applicable legal requirements, permit requirements and international standards (e.g. ISO 14001). If deficiencies in compliance with legal regulations are identified, additional compliance audits can be planned.

The respective site management, the divisional management and the PASS Enabling Function are notified of the audit findings.

Within the scope of these audits, action plans and responsibilities are established to correct the issues identified.

In addition to the global HSE audits, sites and country organizations carry out their own internal HSE audits or self-inspections covering environmental topics according to a site-specific, risk-based approach.

As per our global annual HSE audit program, a total of 45 global internal HSE and process and plant safety audits were conducted in 2025 (2024: 44).

HSE audits of suppliers

Within the scope of our responsibility, our audit activities also extend to our supply chain. HSE and sustainability audits combine to form an efficient evaluation approach, taking account of the various risks (see chapter 4. Procurement). Internal and external auditors evaluate selected new and existing suppliers. These audits include environmental aspects. Audits are performed, for example, on toll or contract manufacturers, active ingredient suppliers and warehouses with significant HSE risk potential, considering the

type of materials, manufacturing processes and environmental impact.

Local, regional and global audits are designed to establish short and effective paths to the respective suppliers based on the respective risks. The results of these HSE audits are taken into consideration in the supplier selection and management processes. In 2025, 347 (2024: 339) supplier audits were conducted, either as HSE audits or audits covering HSE topics (such as sustainability audits).

In case nonconformities are identified during an audit, corrective actions are agreed with the supplier and progress on completion is monitored, with a focus on major and critical findings. The [Supplier Code of Conduct](#) describes further details.

Biodiversity

In our Sustainability Statement in the Annual Report 2025 we report on E4 Biodiversity and ecosystems.

Biodiversity is an interdisciplinary topic that is relevant for Bayer and our value chain in various respects. Activities at Bayer therefore focus on the responsible use of natural resources to conserve and protect ecosystems, species and genetic biodiversity. The drug discovery process and discovery of crop protection active ingredients can benefit from biodiversity, while biodiversity is vital for the development of new seed varieties. We have spelled out this stance in our Position on Conservation and Restoration of Biodiversity in Agriculture and Forestry.

Bayer supports the objectives of the United Nations' Convention on Biological Diversity (CBD), including the fair and equitable sharing of benefits arising from the utilization of genetic resources, as well as the goals of the International Treaty on Plant Genetic Resources for Food and Agriculture of the Food and Agriculture Organization (FAO) of the United Nations, which prescribes the balanced and fair division of

use of plant genetic resources. Our Group Regulation on Access & Use of Genetic Resources defines the principles of how to manage access to and the use and transfer of genetic resources and/or traditional knowledge throughout the company.

Since 1993, Bayer has partnered with the [Wildlife Habitat Council](#) (WHC) to promote sustainability, wildlife preservation, biodiversity and environmental education at the company's WHC-certified sites. There are currently 57 Bayer programs in total registered with the Wildlife Habitat Council. Some 18 of our sites are certified, three of which achieved Gold Certification and four Silver Certification. Sites seeking certification from WHC must demonstrate a high standard of achievement through observations, documentation and employee participation in protecting habitats. Programs at the certified sites include habitats such as grassland and forest, along with species such as pollinators and birds, and also focus on promoting awareness and community engagement. Through initiatives on our corporate grounds, we have established habitats at around 60 Bayer research and manufacturing sites across North America, Latin America and Europe.

7.2 Climate

Climate change affects us all and is one of the most important challenges that humankind will face in the future. Bayer considers climate protection and the related reduction of greenhouse gas emissions to be a top priority. We support the Paris Agreement and the objective of limiting global warming to 1.5 °C relative to the preindustrial level. The [Science Based Targets initiative](#) (SBTi) has validated our target and confirms our contribution to fulfilling the Paris Agreement. We anticipate that our business areas of healthcare and agriculture will on the one hand be impacted by climate change, but on the other hand it will also be part of the solution. To better understand and manage climate-related risks, we have conducted a climate scenario analysis. The results are detailed in our Task Force on Climate-

Related Financial Disclosures (TCFD) Report. The scenario description is based on Assessment Report 6 of the Intergovernmental Panel on Climate Change (IPCC) and is supplemented them with further sources relevant to our business areas. The basis comprises the optimistic climate change scenario envisaging warming of below 1.5 °C – the Green Road SSP1-1.9, which equates to the fulfillment of the climate goals of the Paris Agreement (temperature increase of 1.4 °C by 2100 compared with the preindustrial age) – and a scenario that reflects current global behavior – the Rocky Road SSP3-7.0 (temperature increase of 3.6 °C).

In our [Sustainability Statement in the Annual Report 2025](#) we report on the material Environmental sustainability matters of E1 Climate change. In addition, we provide a short summary here.

The Chairman of the Board of Management (CEO) holds direct responsibility for climate protection in his role as Chief Sustainability Officer (CSO). In keeping with their level of importance, climate-change-related topics and Bayer's climate strategy were discussed at a total of two meetings with the Board of Management in 2025. The topic was also addressed at two meetings of the ESG Committee of the Supervisory Board. In addition, the Supervisory Board received a training session this year. The attainment of our Group targets to reduce greenhouse gases by 2029 is factored into the long-term compensation of the Board of Management and Bayer's long-term variable compensation (LTI)-entitled managerial employees. The compensation-relevant target is based on Bayer's necessary contribution to a Science Based Targets initiative (SBTi)-validated 1.5 °C scenario. Climate protection is also an integral element of annual variable compensation.

The Sustainability Council advises the company in all matters relating to sustainability – including climate protection. In 2025, climate change and the related impacts on and opportunities for Bayer were discussed at two meetings of

the Sustainability Council. The CEO is supported in this by the Public Affairs, Sustainability & Safety (PASS) Enabling Function and the sustainability departments within the divisions. The divisions handle the operational implementation of the climate protection measures at their sites with the support of the Enabling Functions. We have formed Group-wide working groups for the strategic and operational implementation of climate-change-related measures and a special working group to analyze various climate scenarios and their impacts on our business.

As part of the [Bayer Transition and Transformation Plan](#), we take active steps to address the challenges arising from climate change. We pursue an approach that is based on transition and transformation.

The transition part centers around reducing our own emissions in line with the Paris Agreement climate goals. The transformation part describes how we are adjusting our business to the actual and expected impacts of climate change, as well as how we can mitigate climate change beyond our boundaries.

Targets for 2029

In 2020, we set ourselves a target of achieving a 42% reduction in absolute combined Scope 1 and 2 greenhouse gas emissions (comprises direct emissions [Scope 1] and indirect [Scope 2, market-based] greenhouse gas emissions from Bayer sites with an annual energy consumption exceeding 1.5 terajoules and/or annual water withdrawals is greater than or equal to 50 Tm³) compared with the base year 2019 by the year 2029. Our combined Scope 1 and 2 target was revalidated by the SBTi in 2024.

In 2020, we also set ourselves a target of achieving a 12.3% reduction in absolute Scope 3 greenhouse gas emissions compared with the base year 2019 by the year 2029. This target was validated by the SBTi in 2020 and has been revalidated in 2024. With the revalidated target we want to

achieve a 25% reduction in Scope 3 greenhouse gas emissions by 2029 (compared with the base year 2019). This reduction will be based on all Scope 3 categories.

Compared with the base year 2019, we reduced our combined Scope 1 and Scope 2 greenhouse gas emissions by 25.9% and our target-related Scope 3 greenhouse gas emissions by 12.0% in 2025.

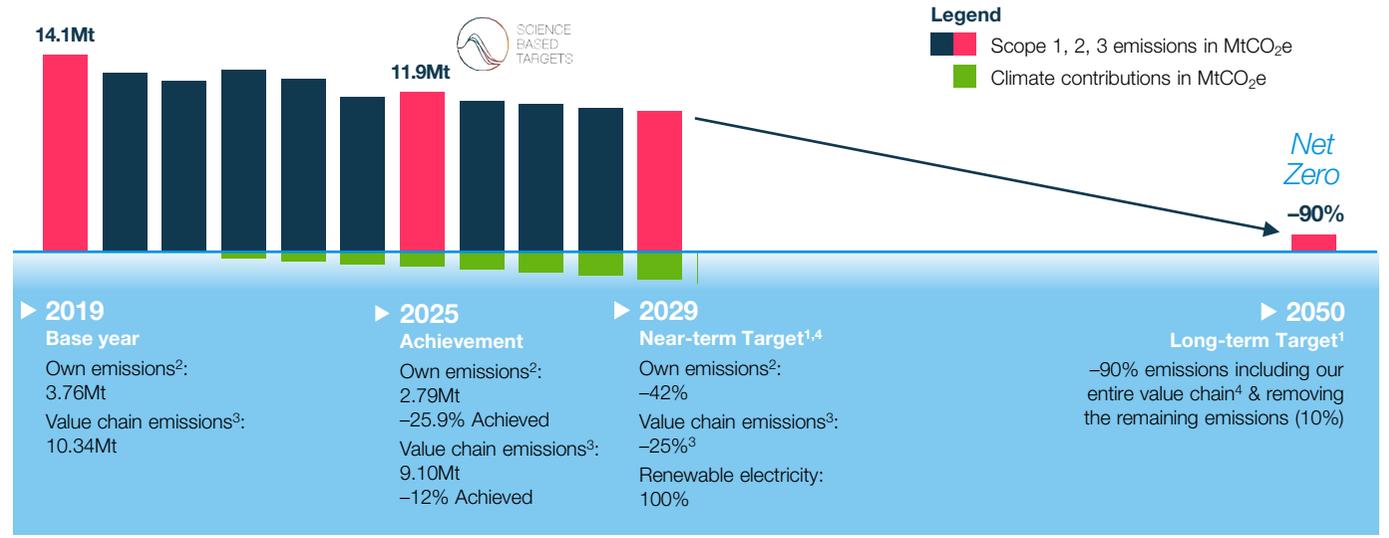
Fully electric pharmaceutical manufacturing

Our facility in Berkeley, United States achieved the LEED Platinum Certification and is the first LEED v4 industrial manufacturing site in the western United States. The facility is our first fully electric pharmaceutical manufacturing plant globally. It includes electrically generated steam and high-efficiency heat pumps, which reduce energy usage. The facility comes with a significantly lower carbon footprint with an approximately 30% reduction in comparison to conventional methods.

Net zero target 2050

Our goal is to achieve net zero greenhouse gas emissions including the entire value chain by 2050. This corresponds to a 90% reduction in absolute Scope 1, 2 and 3 greenhouse gas emissions compared with the base year 2019 (total Scope 1, Scope 2 and Scope 3 greenhouse gas emissions; comprises direct [Scope 1] and indirect [Scope 2, market-based] greenhouse gas emissions from Bayer sites with an annual energy consumption exceeding 1.5 terajoules and/or annual water withdrawals greater than or equal to 50 Tm³; Scope 3 includes all Scope 3 categories defined in the [GHG](#) Protocol).

Greenhouse Gas Emissions Reduction Plan toward Net Zero¹



¹ We have received our target validation incl. the long-term target by the Science Based Target initiative (SBTi).

² Comprises direct (Scope 1) and indirect (Scope 2, market-based) greenhouse gas emissions from Bayer sites with an annual energy exceeding 1.5 terajoules and/or annual water withdrawals greater than or equal to 50 Tm³.

³ In accordance with the criteria set out by the Science Based Targets initiative (SBTi) and includes all Scope 3 categories. Since we do not engage in franchise activities, category (3.14) is not applicable.

⁴ Total Scope 1, Scope 2 and Scope 3 greenhouse gas emissions. Comprises direct greenhouse gas emissions (Scope 1) and indirect (Scope 2, market-based) emissions produced by Bayer sites with an annual energy exceeding of 1.5 terajoules and/or annual water withdrawals greater than or equal to 50 Tm³. Scope 3 includes all Scope 3 categories defined in the GHG Protocol.

We intend to offset the remaining greenhouse gas emissions (10%) through certificates with long-term carbon capture (the neutralization of the remaining emissions will be carried out in accordance with the standards of the Science Based Targets initiative [SBTi]). This target was validated in 2024 by the SBTi organization and is in line with the UN Sustainable Development Goals, the Paris Agreement to limit warming to 1.5 °C, and the Business Ambition for 1.5 °C of the UN Global Compact Initiative.

Product carbon footprint

Initially, our focus was on calculating the product carbon footprint (PCF) for a single product (Aspirin Cardio 100mg 28 tablets), aiming to identify the main emission drivers at product level. Based on this, we have developed and received external certification for a comprehensive calculation methodology that can be applied across our product portfolio. This methodology adheres to the international standard ISO 14067 as well as Together for Sustainability (TfS) guideline, ensuring both precision and comparability.

The external audit of our methodology was updated and renewed in 2025. As a result, we are able to consistently assess and report the carbon footprint of multiple products, supporting our broader sustainability goals. Looking ahead, our goal is to conduct comprehensive life cycle assessments (LCA) on a large scale for our entire product portfolio.

Further climate-related publications:

- // [Bayer's Sustainability Statement in the Annual Report 2025](#)
- // [Bayer's Climate Commitment: Net Zero by 2050](#)
- // [Transition and Transformation Plan](#)
- // [Task Force on Climate Related Financial Disclosures \(TCFD\) Report](#)
- // [Carbon Disclosure Project \(CDP\)](#)
- // [Bayer criteria for green energy procurement](#)
- // [Bayer's Offsetting Approach](#)
- // [Bayer's Just Transition Framework](#)
- // [Bayer Climate Advocacy Report](#)

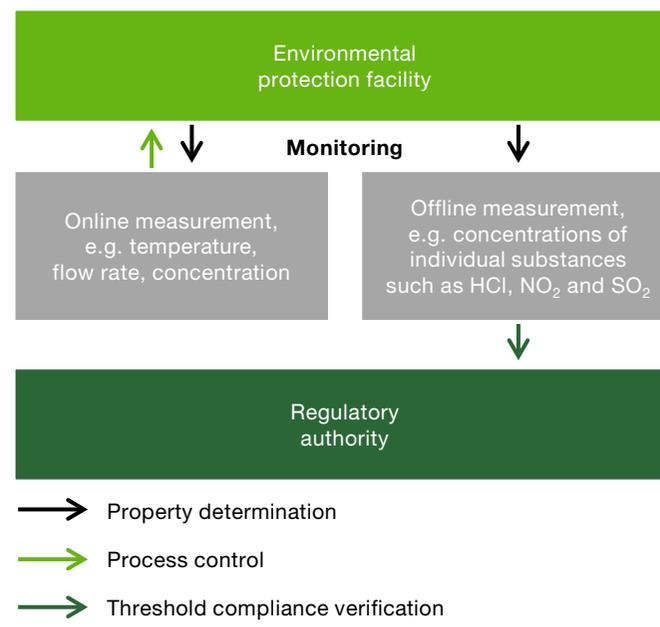
7.3 Air Emissions

In our [Sustainability Statement in the Annual Report 2025](#) we report on the material Environmental sustainability matters of E2 Pollution.

Environmental management at our sites includes the monitoring and reduction of air emissions including pollution. Our approach to the issue of air emissions, including pollution, is described in the Group Regulation on [HSE Management & HSE Key Requirements](#).

We use specialized off-gas treatment equipment at our production sites to reduce or eliminate pollutants in off-gas. Such equipment is generally tailored to specific off-gas streams. This usually includes:

Typical Monitoring Concept for Air Emissions



- // Thermal off-gas treatment systems to eliminate volatile organic compounds (VOCs)
- // Gas scrubbers to reduce VOCs and acid gases
- // Particulate collectors such as cyclones to reduce particulate emissions

The facilities are equipped with sensors for process control and continuous monitoring of the functions. In accordance with regulatory requirements, off-gas samples are also analyzed by certified laboratories to verify compliance with legal thresholds (see graphic).

Redundant off-gas treatment facilities are available at sites with critical off-gas components. One example is an activated carbon system at a site in Germany that serves as a redundancy measure for thermal off-gas treatment.

Bayer continued to implement or has completed a number of capital expenditure projects in 2025 focusing on the construction of new off-gas treatment facilities or the modernization of existing facilities. This includes, for example, an off-gas treatment facility in Germany that is currently in commissioning, and two ongoing projects with planned investments of about €50 million.

Direct Air Emissions

1,000 metric tons	2022	2023	2024	2025
ODS ¹	0.0042	0.0003	0.0002	0.0001
VOC ²	0.46	0.44	0.41	0.43
CO (carbon monoxide)	2.62	2.43	2.53	2.58
NO _x (nitrogen oxides)	3.52	3.32	3.29	3.25
SO _x (sulfur oxides)	1.29	1.20	1.18	1.06
Particulates ³	2.26	2.36	2.41	2.31

¹ Ozone-depleting substances (ODS) according to the Montreal Protocol, in CFC-11 equivalents

² Volatile organic compounds (VOCs) excluding methane

³ Fugitive total suspended particles (TSPs)

7.4 Water

In our [Sustainability Statement in the Annual Report 2025](#) we report on the material Environmental sustainability matters of E3 Water and marine resources.

Responsible water stewardship is a cornerstone of our commitment to sustainable development and is demanded by the Group Regulation on [HSE Management & HSE Key Requirements](#). Clean water in sufficient quantities is essential for the health of people, animals and plants. That is why it is crucial that industrial water usage does not lead to local problems, such as water shortages for the people living in the catchment areas of our production sites in the future. To maximize impact, our activities go beyond our own sites and comprise measures throughout the value chain – from our suppliers through internal operational procedures to the farmers we supply.

Water stewardship strategy

Our comprehensive [water strategy](#) covers potential water-related risks along our value chain. We want to deploy Bayer's innovation capability to generate value added for society while also creating new business opportunities.

Cornerstones of our comprehensive water strategy are:

- // Resilient agriculture: Bayer aims to help increase water productivity in farming. Our top priority is rice-growing, for which irrigation accounts for up to 43% of global water extraction. We have set ourselves the target of supporting our smallholder customers in increasing water productivity by 25% by 2030 against a 2019–2021 average baseline through the transformation of rice cropping in the relevant regions where Bayer operates, starting in India. Water productivity is defined as kilograms of crop yield per volume of water used (kg/m³). Our water target is currently focused on the Bayer DirectAcres Initiative, which aims to support farmers in successfully shifting from the traditional rice cultivation method (transplanted puddled rice, TPR) to direct seeded rice (DSR). Details on our baseline and performance progress can be found in the water conservation chapter. Bayer follows a methodology that documents the target setting, scope and boundaries, as well as the quantification approach including the determination of the baseline and progress measurement. A detailed description of our methodology is available on our website.
- // As we consider water a scarce and essential resource for life, we incorporate water quality and quantity into business and investment decisions to mitigate climate risks. As part of Bayer's Ecological & Sustainability Assessments, all new investments above €10 million must be evaluated regarding their environmental impact. This assessment includes both a product and a process evaluation. The process evaluation assesses the site-specific impacts of the new investment projects on the local environment and organisms. The outcome is an improved

risk assessment at site level to secure safe handling and use of substances, as well as the prevention of incidents and emissions into air, water and soil.

- // When evaluating water-related risks, we consider factors such as the proximity to water-scarce regions, flood-prone areas, as well as our own consumption and discharge practices. These factors are integral to our decision-making process.
- // We value water at our own sites through water checks with detailed flow analyses and monitoring of drought and flood risks. To reduce our impact and dependency on water resources at relevant sites in water-scarce regions, we want to build on our existing water management systems and expand them to sites located in regions that will be subjected to water stress by 2030. This includes a risk evaluation that covers accessibility, availability and quality.
- // Suppliers: Bayer included specific aspects relating to water and wastewater in the Supplier Code of Conduct updated in 2025, and in our evaluation of the suppliers' sustainability risk and in supplier audits. Our sites and facilities: Bayer is committed to providing clean drinking water and sanitary facilities for all employees at our sites (WASH). We also want to continue reducing emissions into wastewater at our sites worldwide. Furthermore, we have voluntarily established very strict limits for the discharge of active ingredients into wastewater for the sites where they are produced. These limits are based on Predicted No Effect Concentrations and the local discharge situation, therefore safeguarding adequate protection of animals and plants in local water-systems.
- // Support for water-related community projects: We leverage our local presence and collaborate with various organizations to support projects that provide access to clean water and sanitation for our employees and the communities in which we operate. We also focus on raising awareness and building skills around water management. Therefore, we collaborate on local projects on water, sanitation and hygiene (WASH), such as our partnership with Safe Water Network in India, transforming

the lives of 270,000 people. Our Pharma and Consumer Health divisions aim to reduce their water withdrawal, weighted by water stress and the own share of the respective regions' total withdrawal, by 20%, related to a 2024 baseline, by 2030.

- // Bayer as an ambassador and partner: It will take broad action by many supporters to deal with the water crisis. Bayer has a strong network through its participation in various water stewardship initiatives. These include the World Meteorological Organization for Water and Climate Leaders and the Water Resilience Coalition (WRC), International Drought Resilience Alliance (IDRA), an initiative forged during COP29 at the ministers' meeting of the United Nations Convention to Combat Desertification (UNCCD). We support these strong partnerships to ensure the engagement of the private sector in the actual water debate. Bayer continues to support the CEO Water Mandate of the UN Global Compact with the goal of working with key stakeholders to develop sustainable strategies for water usage. We are also a member of the WRC, which concretizes and complements the ambitions of the CEO Water Mandate at a private-sector level.

In our [Water Position](#), we commit to complying with international, national and local legislation, and thus to protecting water resources, using them as sparingly as possible, and to further reducing emissions into water.

Global Water Balance



¹ Mainly from groundwater, rivers, rainwater, third party figures may not add up due to rounding

² Lost from local water bodies to irrigation, evaporation, products & waste

³ Recharge of local water bodies (esp. rivers)

In our annual response to the [CDP Questionnaire](#), we report in detail on our handling of water. This equates to a progress report for the CEO Water Mandate. We received an A rating from CDP in 2025.

Water targets:

// Our Crop Science division aims to support its small-holder customers in increasing water productivity¹ by 25% by 2030 against a 2019–2021 average baseline² through the transformation of rice cropping in the relevant geographies where Bayer operates, starting in India³.

// Our Pharmaceuticals and Consumer Health divisions aim to reduce their water withdrawal⁴ by 20%, related to a 2024 baseline, by 2030.
 // Together with Safe Water Networks, Bayer installs 90 [iJal stations](#) across India by 2026, aiming to provide nearly 270,000 people with inclusive, equitable and affordable access to clean drinking water.

¹ Water productivity is defined kilogram of crop yield per water used (kg/m³).

² The methodology has been published on our website

³ Our water target is currently focusing on the Bayer DirectAcres Initiative, which aims at supporting farmers to shift successfully from transplanted puddled rice to mechanized direct seeded rice.

⁴ Weighted by the water stress and the own share of the respective regions' total withdrawal

Water withdrawal and recycling

Water is used at our sites for many different purposes, including cooling, heating, cleaning, sanitation, irrigation and product manufacturing. Our water recycling and reuse of 380 million m³ (2024: 385 million m³) is supplemented by withdrawals of 52 million m³, which results in a theoretical recycling rate of 736% (2024: 719%).

Recycling measures include closure of cooling cycles, reuse of treated wastewater and recirculation of steam condensates as process water or to irrigate fields. Our production sites for crop protection products (Crop Science Division) account for the greatest share of water recycling. Water is currently recycled by various means at 47 sites, which are responsible for 45% of the water withdrawn by Bayer. Water recycling is almost impossible in seed production, where water is mainly used to irrigate farmland. In pharmaceutical production, the water recycling rate is low due to stringent legal requirements (Pharmaceuticals and Consumer Health divisions).

Water Withdrawals & Recycling by Division

Million m ³	Withdrawals			Recycling		
	2023	2024	2025	2023	2024	2025
Total	53	53	52	381	385	380
Crop Science	44	44	43	381	385	380
Pharmaceuticals	6	6	6	<1	<1	<1
Consumer Health	2	2	2	<1	<1	<1
Other ¹	2	2	1	<1	<1	<1

¹ Including the Enabling Functions

Major sources for our water withdrawals are extraction of ground- and surface water, collection of rainwater and purchase of drinking water.

Water Withdrawals by Source

Million m ³	2022	2023	2024	2025
Total water withdrawals	53	53	53	52
of which from groundwater	21.3	21.3	20.9	21.1
of which from surface water	8.5	8.9	9.6	10.5
of which rainwater	2.8	2.3	3.4	0.6
of which drinking water from third parties	16.7	18.4	17.7	17.2
of which recycled wastewater from third parties	0.6	0.5	0.3	0.4
of which other ¹ from third parties	2.1	1.1	0.7	0.9
of which water content of raw materials ² from third parties	0.7	0.7	0.9	1.0

¹ Treated water such as distilled water, ultrapure water and mineral water

² Partly released by chemical reaction

Water consumption

Water consumption refers to the amount of water withdrawn but not discharged back to the water environment or a third party. In 2025, our water consumption was 21 million m³, mainly used for agricultural irrigation and evaporated from cooling towers.

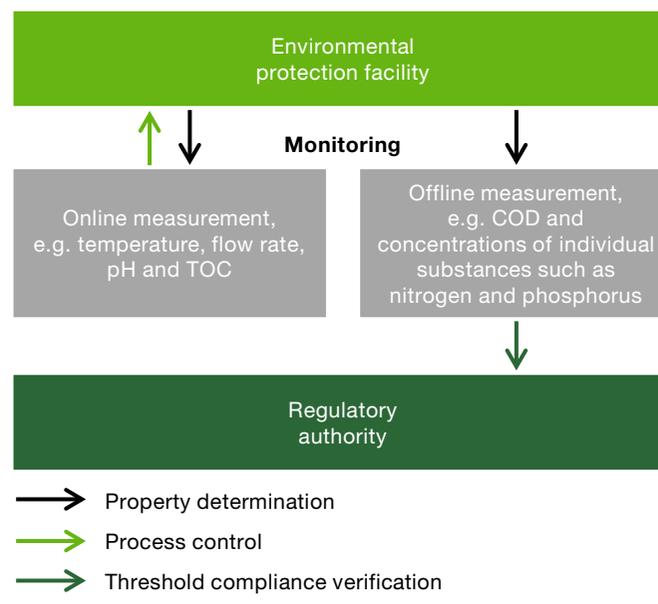
Water Consumption

Million m ³	2022	2023	2024	2025
Total water consumption	21	21	21	21
of which through evaporation losses	7.7	7.8	7.3	7.5
of which for irrigation ¹	10.4	10.6	11.2	11.6
of which other ²	2.4	2.4	2.5	2.5

¹ Particularly agricultural irrigation

² Including evaporation and seepage

We aim to identify potential for improvement, particularly in areas at water risk, including areas of high-water stress, especially in light of climate adaption initiatives. The information on the topic “total water consumption in m³ in areas at water risk, including areas of high-water stress” is described in the [Sustainability Statement in the Annual Report 2025](#).

Typical Monitoring Concept for Wastewater

To avert current and future risks for our sites and the local communities, particularly in the context of climate change, we are placing special emphasis on sites that will be threatened by high water stress by 2030 (WRI, basic scenario) and that have water withdrawals above 50 Tm³.

In 2023, we met our goal of establishing suitable water management systems at all those sites. Since revising the evaluation system in 2024, we annually review the latest WRI data and site withdrawal figures to identify new in-scope sites. By the end of 2025, 9 of 27 relevant sites had been evaluated successfully.

The key characteristics of sustainable water management are a balance between water consumption and availability, and the optimal conservation of water resources.

Water discharge (including wastewater emissions)

Water discharge refers to the water released to surface water, groundwater or third parties. The total volume of water discharged was 30 million m³ in 2025. This includes around 9 million m³ (30%) of non-contact cooling water that is only heated and does not come in contact with products. It is returned to the water cycle without further treatment, in line with the relevant official permits. In 2025, we discharged 0.8 million m³ of sanitary wastewater and 20.6 million m³ of industrial and mixed wastewater. Following careful analysis according to official provisions, 6.2 million m³ (30% of the industrial and mixed wastewater) were categorized as being not environmentally hazardous and returned to the natural water cycle. The remaining 14.4 million m³ wastewater (70% of the industrial and mixed wastewater) was purified in wastewater treatment plants (Bayer-owned or third-party facilities), usually through biological wastewater treatment in combination with upstream and/or downstream treatment steps. Suitable treatment processes such as adsorption, precipitation or Fenton oxidation are used, depending on the wastewater composition, flow rate and required separation efficiency.

Water Discharge by Destination

Million m ³	2022	2023	2024	2025
Total water discharge	32	33	32	30
of which clean non-contact cooling water	9.76	9.46	8.66	8.95
of which sanitary wastewater	0.55	0.58	0.75	0.75
of which industrial and mixed wastewater	21.8	22.5	23.1	20.6
of which into groundwater	0.019	0.004	0.005	0.003
of which into surface water	14.5	15.4	16.4	14.1
of which into seawater	0.25	0.17	0.15	0.13
of which into external wastewater treatment plants	7.0	6.9	6.5	6.2

Our wastewater treatment facilities are equipped with sensors for continuous monitoring and process control. In accordance with regulatory requirements, samples are also analyzed by certified laboratories to verify compliance with legal thresholds.

We aim to minimize emissions at our sites worldwide, including emissions into wastewater. Environmental management at our sites therefore includes the monitoring and reduction of emissions into wastewater. Our approach to this issue is described in the Group Regulation on HSE Management & HSE Key Requirements. For active (pharmaceutical) ingredients we specify internal thresholds that are based on risk assessments and often go beyond legal requirements. The approach is described in our Group Regulation on Management of Active Ingredients in Wastewater, which applies to all production sites at which active ingredients are produced or processed.

Wastewater at our sites is subject to strict monitoring before it is discharged into the various disposal channels. Compliance with internal and external thresholds is regularly monitored, overseen by supervisory authorities and regulatory authorities, and reviewed at regular intervals during on-site audits by internal experts.

For example, a number of sites in India have installed online analyzers to monitor critical parameters at the outlets of their wastewater treatment plants. The analysis results are transmitted directly to the government's Central Pollution Control Board, and the outlet valve of the treatment plant closes automatically if the thresholds are exceeded.

Emissions into Water

1,000 metric tons	2022	2023	2024	2025
Phosphorus	0.61	0.30	0.43	0.36
Nitrogen	0.24	0.32	0.39	0.31
TOC ¹	1.11	1.50	2.0	2.2
Heavy metals	0.0035	0.0026	0.0030	0.0031
Inorganic salts	176.4	165.4	175.9	170.4
COD ²	3.33	4.49	6.0	6.5

¹ Total organic carbon (TOC)

² Chemical oxygen demand (COD); calculated value based on TOC figures (COD = TOC x 3)

Bayer continued to implement or has completed several capital expenditure projects in 2025 focusing on reducing our water withdrawals and modernizing our wastewater treatment facilities. Key initiatives included:

- // Optimization of cooling systems in various sites in EMEA, APAC and LATAM to reduce water withdrawal and water discharge by more than 700,000 m³
- // Revamping of wastewater treatment plants at various sites in LATAM, Zambia and Germany, with planned investments about €20 million
- // A series of smaller projects aimed at reducing water withdrawals at a site in the United States by 15% by 2028

Remediation and safeguarding of soil and groundwater contamination

In line with the Group Regulation on HSE Management & HSE Key Requirements, Bayer ensures the implementation of measures to prevent the contamination of soil and groundwater. These include inspecting facilities for leaks, installation of effective secondary retention measures for storage tanks, and maintenance and inspection programs. The measures also encompass applying suitable leak identification devices for tanks, containers and pipes containing hazardous materials as well as the installation of sealed surfaces with a

sufficient retention volume, for example in tank loading and unloading areas.

Bayer also actively performs remediation activities to mitigate historical environmental damage, e.g. resulting from unnoticed releases, noncompliant waste management or application of past environmental standards that were less stringent. Dedicated processes have been established for this purpose that stipulate comprehensive investigation of sites and, where necessary, one or more of the following measures:

- // Remediation activities to clean up the impacted environment
- // Safeguarding contaminated sites so that they no longer constitute a danger
- // Monitoring the remediation and safeguarding activities conducted

These are implemented based on statutory requirements and the latest technological standards. Such activities are also designed to avert possible financial damage or reputational risks to the company.

To manage contamination, we have established uniform standards worldwide in our Group regulation for the investigation and remediation of such sites. Our specialized teams work systematically with external experts to support all affected sites in the planning, implementation and monitoring of remediation processes and measures, assess their progress, and execute and conclude these cases with a positive effect for people and nature.

- // To enable the implementation of environmental protection measures and the mitigation of contamination, provisions are established for the expected costs of the remediation of contaminated sites, the

recultivation of landfills, the clean-up of environmental pollution at existing production or storage sites and similar measures. For more information on provisions, please see the [2025 Annual Report](#).

7.5 Waste and Recycling

We aim to minimize material consumption and disposal volumes as much as possible through systematic waste management. Waste separation, safe disposal channels and reasonable recycling processes contribute to this. In accordance with our Group regulations, all production sites are required to prevent, reduce and recycle waste and to dispose of it safely and in line with good environmental practices.

Our sites are required to document their waste streams in a waste inventory (register) that includes the following details: the name and description of the waste, its source, quantity and composition, hazard classification and final treatment and disposal.

Bayer ensures that waste is properly disposed of, including audits of external disposal facilities.

Volume of waste generated

Waste volumes and recycling paths are impacted not just by production fluctuations but also by building refurbishment and land remediation work. The total volume of waste generated decreased by around 5% in 2025 compared to 2024. This was mainly attributed to more efficient processes and a decrease in corn production and therefore a decrease in biomass waste.

Waste Generated

1,000 metric tons	2022	2023	2024	2025
Total volume of waste generated	1,038	1,164	1,021	969
of which hazardous waste ¹	276	316	288	272
of which from production	273	312	287	270
of which from construction	3	4	1	1
of which nonhazardous waste	762	848	734	698
of which from production	709	772	685	645
of which from construction	53	76	49	52

¹ Definition of hazardous waste in accordance with the local laws

Volume of waste disposed of

Waste can be stored at sites as an intermediate step. For this reason, the volume of waste disposed of can differ slightly from the volume of waste generated by Bayer.

Our globally implemented measures encompass site-specific waste management plans that comprise a description of the waste management process according to a waste hierarchy, an up-to-date waste inventory, compliance with operating permits and legal requirements, and compliance with our internal standards, as well as site-specific targets and initiatives to improve waste management practices. Site-specific targets/goals and initiatives may include but are not limited to waste reduction, hazard reduction, change to preferable/sustainable disposal methods or other environmental impact reduction.

As these activities are continuous actions, they are integrated into our ongoing operations and not implemented according to a fixed schedule.

In our [Sustainability Statement in the Annual Report 2025](#) we report on waste directed to disposal according to ESRS in E5 Circular Economy.

Disposal, recycling and processing

Some 55% (2024: 55%) of total waste was successfully reused or recycled. The proportion of waste recycled or reused that is hazardous was around 7% (2024: 6%). Bayer's finished products, such as pharmaceuticals, crop protection products and seeds, are used almost exclusively as consumable materials for which reuse through recycling or recovery processes, as outlined in approaches to a circular economy, is not possible. The recovery of products from pharmaceutical and chemical production waste occurs only in individual cases due to significant regulatory and technical hurdles.

The disposal of pharmaceutical products is subject to strict safety criteria. Packaging materials for crop protection products are recycled in line with national regulations and according to country-specific infrastructures for waste disposal. In many countries with no legal regulation, the industry has set up a returns system in collaboration with other providers (for more information, please see chapter 3. Product Stewardship).

Whenever possible within the framework of legal regulations, we make use of the opportunities in our divisions to recycle solvents, catalysts and intermediates and return them to the production process after treatment. Recycling plays an especially important role in our production of crop protection products and is therefore a key criterion at the process development stage of active ingredient production.

In all divisions, production- and material-based recycling is aligned to the individual requirements of the production processes at the sites. Here are some examples:

- // Material-based recycling of solvents from production is implemented at various active ingredient production sites.
- // Volumes of incineration waste are being reduced at a site in the United States using distillation. At the same time, occupational safety has improved because less manual intervention is required in the process.
- // At a site in Germany, a patented recycling process is employed to recover iodine and return it to the industrial supply chain. The iodine is recovered from leftover contrast agent collected at medical facilities through the re:contrast returns program or from our own production waste. Unused products are currently recovered through re:contrast from hospitals in eight countries. We recycle contrast agent waste from an additional production site in Spain. In addition to iodine recycling, the re:contrast returns program also collects leftovers of gadolinium-based contrast agents and recycles them through an external partner (please see also chapter 3. Product Stewardship).
- // Mirroring the re:contrast program, old injectors are taken back, refurbished or repaired and reused as spare parts through the re:device program.
- // Plant residues (such as corncobs or rice husks) from seed production are reused as animal feed, as raw material for various corn products, as natural fertilizers or as fuels at our seed production sites.
- // Employees and contractors at three sites in Argentina are being given extensive training that enables them to avoid disposal of waste products in landfills. The waste streams are either reused, recycled, composted or incinerated.
- // At a production site in Spain, the plan is to use gelatin waste for biogas production, which will enable a reduction in the volume of incinerated waste and associated carbon dioxide (CO₂) emissions.

- // Through the application of optimization techniques in the production process at a plant in Germany, significant achievements have been made beyond waste reduction, including substantial energy and water savings.
- // In our recent office project in Belgium, we have upheld our commitment to sustainable practices by significantly reducing our environmental footprint due to the rightsizing of the office. This has been achieved through careful, sustainable reuse of furniture and equipment and by using energy-efficient systems, reinforcing our dedication to environmentally conscious decision-making across all new office projects.

Recycling of business equipment

The purchase of new business equipment is associated not just with monetary costs, but also with the products' ecological footprint. The internal reutilization or sale of unused and/or unneeded business equipment is therefore cost-effective and supports more resource-friendly business practices.

Together with a service provider, Bayer has therefore established a transparent global platform to internally list unused production and laboratory equipment through which employees at various sites can view available items. The platform also supports the administration and possible sale of these items. The goal is to reuse equipment or individual parts that are no longer needed at one site elsewhere internally – or, if there is no need for it, to sell it externally, donate it or recycle it as a final step.

8. Health and Safety

Ensuring the safety of people working at and for Bayer and of those who live near our sites is our highest priority. We extend these ambitions to our supply chain, too. Bayer focuses on taking consistent precautions – to ensure healthy working conditions and safety in day-to-day work, in the operation of production facilities, and on work-related travel and transportation routes.

Safeguarding the occupational health and safety of our employees, and that of the employees of contractors (commissioned outside companies) who are under the direct supervision of Bayer, involves preventing occupational accidents and occupational illnesses, assessing potential hazards, ensuring comprehensive risk management and creating a healthy working environment.

In our [Sustainability Statement in the Annual Report 2025](#) we report on health and safety as part of S1 Own Workforce and S2 workers in the value chain.

8.1 Management Approach

Responsibility for steering and monitoring health and safety aspects across the Group lies with the Public Affairs, Sustainability & Safety (PASS) Enabling Function, which is assigned to the Chairman of the Board of Management (CEO), who also serves as Bayer's Chief Sustainability Officer. This Enabling Function establishes responsibilities, targets, key performance indicators and framework conditions for the entire Group. These conditions include the provisions of the Group Regulation on [HSE Management & HSE Key Requirements](#), which forms an integral part of the global health, safety and environmental protection (HSE) management system which was approved by Public Affairs, Sustainability & Safety. The Group Regulation on HSE Management & HSE

Key Requirements describes the approach for coordinating and monitoring health and safety processes at Bayer and defines core health and safety requirements that need to be implemented worldwide. By upholding this Group Regulation, we ensure that we respect Human Rights. Please find further information on Human Rights in chapter 5.

More detailed requirements for individual health and safety aspects are established in addition to our Group Regulation on [HSE Management & HSE Key Requirements](#). These are also binding.

Operational responsibility for health and safety lies with the individual sites and divisions, which steer HSE via management systems, committees and working groups at our sites. Incident and emergency preparedness is managed at site level, with a global notification procedure in place.

We collect and report data on occupational injuries/illnesses at all sites worldwide.

Management systems for health and safety

In accordance with the Group Regulation on [HSE Management & HSE Key Requirements](#), our sites must have management systems for health and safety in place following recognized international standards (e.g. ISO 45001).

Standards and Certifications

% of business activities based on energy consumption of environmentally relevant sites ¹	2022	2023	2024	2025
ISO 45001 certification	48	46	44	39
Degree of coverage with certification ²	86	84	83	81

¹ We consider all sites to be environmentally relevant whose annual energy consumption is greater than 1.5 terajoules.

² ISO 14001/EMAS validation or ISO 45001 (calculation has been adjusted based on the scope of commitment).

We aim to maintain 80% of our business activities (based on energy consumption of environmentally relevant sites) covered with certification according to ISO 45001 or ISO 14001.

Internal HSE audits

Audits covering health and safety topics are an integral component of our global HSE management system. They help to ensure compliance with applicable health and safety regulations, and to improve our health and safety performance worldwide. By identifying and mitigating potential health and safety risks, HSE audits contribute to safeguarding our license to operate. Bayer's global HSE audit program is based on the international standard ISO 19011 and comprises both general HSE audits and process and plant safety audits. The Group Regulation on Health, Safety and Environmental (HSE) Audits defines the basic principles and methodology for selection, planning, execution and follow-up activities for these audits following a risk-based approach. The regulation also serves to increase employee awareness on this important topic and to foster continuous improvement in health and safety. The overarching HSE audit approach includes all units and ensures application of uniform standards worldwide. When selecting sites for audit, the focus is particularly on production sites, major Bayer warehouses, sites with research and development units, and major seed treatment and processing units.

Evidence of HSE audits

The audit frequency is determined by the risk category (based on the size of the site and the type of production activity), the performance evaluation (based on the results of previous audits) and risk-mitigating measures (e.g. existing ISO certifications), and ranges from two to seven years. Event-driven audits can be carried out in addition to this. The audit criteria comprise all applicable health and safety

regulations and standards for the area being audited, including Bayer regulations, local HSE management system regulations, locally applicable legal requirements, permit requirements and international standards (e.g. ISO 45001). If deficiencies with respect to compliance with legal regulations are identified, additional compliance audits can be planned. Within the scope of these audits, action plans and responsibilities are established to correct the issues identified. As per our global annual HSE Audit program, a total of 45 global internal HSE and Process & Plant Safety (PPS) audits were conducted in 2025 (2024: 44).

The respective site management, divisional management and the respective management of the PASS Enabling Function as well as HSE are notified of the audit results.

In addition to the global HSE audits, sites and country organizations carry out their own internal HSE audits or self-inspections covering health and safety topics according to their own specific risk-based approach.

Supplier HSE audits

As part of our responsibilities, our HSE audit activities also extend to our supply chain. HSE and sustainability audits complement each other, forming an efficient evaluation approach, oriented to the specific risks (please also see chapter 4. Procurement). Internal and external auditors evaluate selected new and existing suppliers also with a focus on health and safety. Such audits are performed at, for example, toll and contract manufacturers, active ingredient suppliers and warehouses with significant HSE risk potential. They take account of the nature of materials, manufacturing processes used and their potential impacts on health and safety. Local, regional and global audits are in place to build short and effective pathways to the respective suppliers based on their respective HSE risk.

The results of these HSE audits are factored into the supplier selection and management processes. In 2025, 347

(2024: 339) suppliers were evaluated by means of HSE audits or audits covering HSE topics. In case nonconformities related to health and safety are identified during an audit, corrective actions are agreed with the supplier and progress on completion is monitored, with a focus on major and critical findings. The [Supplier Code of Conduct](#) describes further details.

Engagement

Effective communication of occupational health and safety responsibilities, targets, priorities, key performance indicators, global offers and framework conditions for the entire Group is supported by Group-wide engagement activities in line with our motto of “Take care of what matters.”

By creating general health and safety awareness, we support health and safety among the people working at and for Bayer.

The Board of Management, our managerial staff and our employees are furthermore regularly informed about occupational health and safety performance, including safety indicators and incident KPIs and, if necessary, individual incidents.

Group-wide engagement activities focus on communication around the fact that at Bayer, health and safety are a priority and non-negotiable. As part of the Dynamic Shared Ownership (DSO) integration, a conscious choice has been made to let teams and business organizations own and evaluate the need for activities based on business requirements and to set the focus required in their areas to support our overall health and safety goals at Bayer. Many countries and sites kept the tradition of a Health & Safety Day reminding everyone at Bayer that “Health for all” begins with each of us.

A global newsletter provides information about sustainability, health and safety performance, key initiatives, regulations, HSE audit and training updates, digital enablers and best practices. All key occupational health and safety topics are additionally posted on a central communication platform.

Health and safety training

Within the context of our occupational health and safety management, Bayer employees and employees of contractors receive appropriate training in maintaining a safe workplace and reducing the risks of incidents and in taking care of their own health.

Due to different health and safety focuses and risks, and specific local laws and conditions, compliance-relevant mandatory training activities take place at country or site level.

A global training catalogue is in place to support countries and sites in fulfilling health and safety training requirements. This training catalogue includes over 1,000 web-based training units on a broad range of HSE-relevant topics in several languages, supporting the organization in maintaining a healthy and safe place to work. Driver safety courses such as “Fatigue Management” and “Driving Safely, Driving Smarter” were among the most popular training units.

8.2 Occupational Safety

Bayer’s occupational safety systems are the central pillar for consistently driving forward improvements in the protection of personnel working in all the areas of the world in which the company operates. The company’s safety program sets the expectations, and the foundations, for growing an organizational culture that strengthens activities and site operations to maintain compliance with the applicable internal and external safety regulations at a global, country and local level.

The Group Regulation on [HSE Management & HSE Key Requirements](#) is the binding and valid regulation that provides the foundation for the global occupational safety program. It covers effective management of health and safety objectives, enabling the organization to extend safety beyond mere legal compliance. Health and safety management systems give leaders, and employees, in-depth tools to use and

grow their expertise to build good safety communication processes, identify and mitigate workplace safety risks, and share the knowledge of organizational safety issues broadly throughout the company. Bayer also has a Contractor Safety Program to ensure that companies that provide services, and specialized skilled workers, maintain similarly strong safety systems while working at Bayer sites. Bayer requires safety briefings and special training courses consistent with the relevant work activities in which employees are engaged to promote a healthy and safe place to work.

The central incident data collection platform for integrated accident management enables our sites to share accident analysis information with one another digitally and thus determine corrective measures quickly, making it easier for our occupational health and safety experts to exchange information about occupational illnesses and injuries experienced by our employees and contractors. Personnel, whether employees or personnel of contractors, are expected to immediately report work-related hazards, dangerous situations or injuries/illnesses to their supervisors. When workplace incidents involving injury/illness are reported, a review is performed. Where required for more complex incidents, a root cause incident analysis is conducted based on these reports to determine suitable measures for reducing the chances of future recurrence.

Safety culture

Our commitment to fostering a proactive approach to incident prevention and anticipation goes beyond our primary metrics such as the Recordable Incident Rate (RIR) and incident severity. To prevent severe incidents, understand the maturity of our safety programs and enhance overall employee engagement in occupational safety and health, we provide a set of leading indicators which we consider valuable for local steering at the operational level.

One of our key goals is to encourage active employee participation in hazard recognition and reporting. These

reports are analyzed to identify conditions and behaviors that could lead to more serious workplace injuries or illnesses. In such cases, sites are encouraged to conduct incident investigations, identify root causes, take corrective actions and share lessons learned across the organization to prevent similar incidents in the future.

Hazard identification and assessment

The workplaces of our employees and those of contractors under the direct supervision of Bayer are regularly subjected to a comprehensive occupational health and safety (OHS) risk assessment and hazard analysis by Bayer experts. The OHS Risk Assessment is a systematic process of hazard identification, evaluation of the risks (i.e. probability and consequence) that the identified hazards create, risk treatment to reduce or eliminate risks, and risk monitoring through documentation and reviews to ensure controls are in place to maximize personnel safety. Details of this process are specified in the Group Regulation on [HSE Management & HSE Key Requirements](#).

Bayer uses a proactive risk assessment approach to prevent workplace injury and illness that relies on the involvement of managers, supervisors, health and safety experts and employees to identify relevant work hazards, gauge the risks and develop solutions to collaboratively improve workplace safety. This approach also supports regulatory and internal policy compliance, personnel protection and the company's expectation of a culture that emphasizes a healthy and safe workplace.

Measures derived from risk assessments to protect the health and safety of our employees use the hierarchy of controls approach as follows: 1) eliminate the hazard, 2) substitute with less hazardous processes, operations, materials or equipment, 3) use engineering controls and reorganization of work, 4) use administrative controls, including training, and 5) use adequate personal protective equipment.

Permit for hazardous work

A program is in place for work requiring a "permit for hazardous work" and the level of approval. A work permit is issued in all cases of work with potential exposure to hazardous substances, electricity, moving equipment, radiation, heat and cold, "hot work" (welding, grinding, etc.), work at height, or work in confined spaces, work on safety-related equipment, heavy or difficult lifting work. These work permits define the required safety measures in writing.

Road safety

The Bayer health, safety and environmental protection (HSE) program approach addresses the safety of employees on the road when traveling to meet our customers and external stakeholders. We implement a systematic program approach to reduce high-severity injuries and fatalities on the roads in the long term.

Our approach is to implement a risk-based approach by considering specific country risks and enforcement levels, local Bayer business factors, type of vehicle used and availability of reasonable external training and telematics resources. Local country teams incorporate these factors and are working to improve program maturity in the four pillars of 1) Safe Vehicles, 2) Safe Driving Skills, 3) Positive Management Culture and 4) Policy and Planning. Bayer successfully reduced road incidents by fostering strong collaboration among different divisions and key support functions such as HSE, fleet management and HR across countries. This teamwork helped everyone work together to improve road safety globally. Furthermore, the global road safety steering team discusses road safety topics periodically and provides a platform for countries to share best practices and lessons learned with each other. In 2025, we launched a global Take CARE road safety workshop for raising awareness, fostering behavior change and addressing road-related risks across all regions.

Behavioral safety

Bayer continues to promote safety-conscious behavior as an important element in the overall occupational health and safety program to reduce workplace incidents and illnesses. Our global behavioral safety approach aims to develop and maintain a strong safety culture through positive reinforcement and accountability, emphasizing the importance of leader and employee involvement in safety practices. Leaders are required to establish programs to encourage safe behaviors and correct unsafe actions, while employees are encouraged to participate in safety observation programs.

Key behavior safety program aspects include improving hazard awareness, training for building and reinforcing safe habits and a method for addressing at-risk (unsafe) behaviors. Many sites have implemented the program and evaluate it periodically. As part of the incident management, the sites also use a globally available incident reporting tool to record behavior observations and take timely actions as per the hierarchy of controls approach.

Machinery safety

At Bayer, the objective of machinery safety is to ensure the safety of all machines and packaging units that are specified, designed, purchased, operated and maintained at Bayer over their entire lifecycle and to reduce the risks for our employees and the environment from the operation of this machinery.

This is addressed by our Group Regulation on [HSE Management & HSE Key Requirements](#) applicable to our facilities or sites for new and existing machines that are operated by Bayer, or for which Bayer is legally liable.

Checklists and a web-based training unit are available to evaluate machines vis-a-vis their safety and to identify deficiencies. In addition to the training, we offer a regular open experience exchange between our experts on the subject of machinery safety, in which the processes are explained in more detail, as needed.

Biosafety

In accordance with the guidelines of the World Health Organization (WHO) on bio risk management, we consider biosafety to comprise the principles, technologies and processes implemented to prevent unintended exposure to biological materials that could pose a risk to people or the environment. Misuse or theft of biological materials is also prevented by corresponding measures.

Biological material must be handled with suitable care to ensure that employees, the local community and the environment are protected. This material includes organisms (in some cases genetically modified) such as microorganisms, invertebrates, vertebrates, plants, cell cultures or parts thereof, and toxins and allergens. An assessment of the biosafety risk is necessary before biological materials can be used, particularly in research and development (R&D) and production. These analyses are conducted by the employee responsible for biosafety in each case and verified together with an expert. When needed, we use a digital tool for systematic recording. Employees entrusted with biosafety matters possess the necessary expertise.

Processes for carrying out assessments and other necessary measures are established in a Group Regulation on Biosafety that is based on the specifications of the WHO, among others. Wherever local laws and regulations are more stringent than the standards laid out by the Group regulation, the more stringent variant takes precedence.

A group of biosafety experts from the divisions and regions cooperates within the Bayer Biosafety Panel. This global panel is responsible for developing, reviewing and implementing Bayer's biosafety rules throughout the Group. It also advises and supports the biosafety community, with which it maintains regular communication to ensure a uniform high standard of biosafety throughout the company.

The same rules on biosafety apply in amended form for the new cell and gene therapy technology platform as for the rest of the Bayer Group (please see chapter 2. Corporate Governance). The platform's partners have adopted the content of the Group Regulation on [HSE Management & HSE Key Requirements](#) and thus the issue of biosafety and have undertaken to compile risk assessments. The biosafety experts maintain a steady dialogue with one another.

The implementation of legal and Bayer Group guidelines on biosafety is also overseen by the HSE audit program.

Contractors on Bayer sites

Bayer is committed to ensuring the safety of its contractors at its own facilities. To integrate contractor safety into the safety management system and to establish a common approach for managing risks associated with contractors, we build on the Group Regulation on "Contractor & Guest: HSE Management of Non-Supervised Contractors and Guests on Bayer Premises". This regulation supports the Group Regulation on Management of Contingent Workforce.

The focus is on four elements:

- // Training of contractor management representatives, to ensure competent oversight
- // Selection and classification of contractors according to potential HSE risks
- // Pre-job activities, including site induction and on-site registration, risk assessments, compliance review and coordination/communication
- // Assessments during and after work, to assess and evaluate contractor adherence to Bayer's HSE processes

Transportation and storage safety

Logistics at Bayer involves not only the transportation and warehousing of goods, but also the steering and monitoring of flows of goods and logistics data for the Bayer Group. As an element of Bayer's HSE management system,

transportation and storage safety is monitored through a risk-based audit system. It is also anchored in our rules for collaboration with service suppliers.

Our logistics processes ensure that materials are handled, transported and stored according to the relevant regulations and the materials' respective hazard potential. This also involves selecting suitable logistics and warehouse suppliers. The underlying standards include both internal Bayer guidelines, such as the Global Transport Requirements, and the rules of the international crop protection association CropLife International and the European Guidelines on Good Distribution Practice of Medicinal Products for Human Use.

Transportation safety plays a key role both in the transportation of our products on public routes and in their loading, unloading, classification, labeling and packaging, particularly in the case of hazardous goods. We use both internal capacities and external logistics partners for storage and transport services. Our Procurement unit selects logistics partners according to strict safety, environmental and quality criteria, e.g. as described in the Safety and Quality Assessment System (SQAS) of the European Chemical Industry Council (CEFIC).

In addition to the legally required training measures, we assign compulsory training courses to our employees from our extensive training portfolio as benefits their respective field of activity.

Around 4.55 million consignments were transported in 2025. Despite our extensive safety precautions and training activities, transport incidents nonetheless occur. These are defined as accidents causing personal injury or significant damage to property, environmental impact resulting from the release of substances, or leakage of hazardous goods. Such accidents are recorded in detail and assessed based on defined criteria.

In 2025, there were a total of 32 transport incidents, of which 27 were road related, 4 sea related and 1 rail related. Among these incidents:

- // 3 involved in transportation of hazardous materials/ dangerous goods.
- // 5 resulted in severe personal injuries or fatalities.
- // 10 also resulted in a loss of product.
- // In 6 cases, the discharged substances were either cleaned up and properly disposed of or burned on site during the incident.
- // In addition, 24 of these transport incidents involved the participation of authorities.

Significant¹ Transport Incidents 2025

Crop Science, Beijing, China, May 2025

A truck belonging to a transport company transporting crop protection products caught fire. The truck and all cargo were burned. Firefighters extinguished the fire. The scene was cleaned up and the residues were taken to a hazardous waste disposal facility.

Crop Science, Barranquilla, Colombia, June 2025

A truck belonging to a transport company transporting crop protection products tipped over. Product spill and looting by unknown people.

Crop Science, São Paulo, Brazil, September 2025

A truck belonging to a transport company transporting crop protection products caught fire. The driver was unharmed, and part of the cargo was damaged. Emergency services contained the fire, the scene was cleaned up and the contents were taken to a hazardous waste disposal facility.

¹ In accordance with the definition and reporting criteria of the ICCA/Responsible Care agreement between the CEFIC and the ECTA, we report on the significant transport and environmental incidents in connection with the transport of hazardous materials or dangerous goods or of chemicals.

8.3 Occupational Health

In today's rapidly evolving work landscape, the significance of occupational health cannot be overstated. With the average person spending a significant portion of their lives in the workplace, ensuring a safe and healthy environment is crucial not only for individual employees but also for the overall productivity and success of Bayer.

Occupational medicine

Occupational medicine and health are people-centric sciences that focus on the prevention, diagnosis and treatment of occupational illnesses, as well as on the promotion of a healthy work environment. By implementing comprehensive health and well-being programs, Bayer sites can significantly reduce the risk of occupational illnesses, while at the same time building and sustaining a healthy and productive workforce.

The Group Regulation on Occupational Medicine and Health sets minimum standards for employee health protection and promotion. It includes 13 sections that cover, for example, occupational medicine provisions, emergency medical care, health promotion and pandemic preparedness and ensures compliance with legal and regulatory requirements. It helps our sites stay up to date with health and safety laws, ensuring that appropriate measures are in place to protect employees from workplace risks. In addition to meeting local laws, we consider it crucial to have our own requirements based on the necessary internal risk assessments to further mitigate to the lowest level possible the specific and unique risks at work and in Bayer's work settings.

Occupational hygiene

The primary goal of industrial hygiene, or occupational hygiene, is to predict, identify and manage chemical, physical and biological exposure risks.

To ensure the well-being of our employees, we employ appropriate control measures within our facilities. These strategies encompass elimination, substitution, engineering modifications, administrative protocols and the provision of personal protective equipment. By conducting meticulous process design and chemical hazard assessments, sometimes supplemented by chemical monitoring, appropriate controls and protective systems are maintained. Employees handling hazardous materials are informed before use about the physical, chemical, biological and toxicological properties

of the materials handled. The latest HSE data is accessible for all handled materials ensuring that associated HSE hazards are addressed and evaluated and measures are taken to mitigate risks for employees and the environment.

When Bayer develops a new compound, whether a crop science active ingredient or an active pharmaceutical ingredient, a team of toxicologists assembles to evaluate data from a variety of animal and human studies (for details on the research and development [R&D] processes, please see also chapter 3. Product Stewardship). This data is then extrapolated to establish an occupational exposure limit, defining the maximum safe exposure for a healthy individual working 40 hours a week without experiencing adverse health effects. Teams across Bayer utilize these limits to ensure the implementation of appropriate control measures, to ensure that our employees are not exposed beyond acceptable levels.

The Global Industrial Hygiene Community at Bayer comprises a panel of industrial hygiene experts. This team is responsible for developing, reviewing and advising implementation of Bayer's industrial hygiene Group Regulations. Additionally, they offer guidance and expert support to various teams worldwide.

Health promotion

We live and work in complex and unstable times with many crises and challenges – each of us individually, but also for our teams and the entire company. The answer to these challenges is individual and collective resilience, the strength that helps us successfully overcome crises and setbacks through learning and forward-looking action. Resilience promotes the health of employees and ensures the ability of teams and the company to act. That is why resilience is an integral and central part of our health strategy and health promotion.

Systematic health promotion is a prerequisite for creating a health culture and health processes that enable a sustainably matured level of health and well-being in the company. Bayer's health promotion programs aim to effectively engage and empower employees, teams and work organizations to choose healthy behaviors that reduce the risk of developing chronic diseases and other illnesses and improve their health conditions. The focus is on supporting the development of the health literacy of all employees – this requires attractive and targeted health offers that are derived from regular risk assessments. The global and regional health experts are in regular contact with external institutions (e.g. health networks and research institutions), provide the health framework for Bayer (e.g. health strategy, central platform MyHealth) and manage health for the company in close collaboration with the HR Enabling Function.

Health leadership

It has long been known that social support from people-leaders has a salutogenic influence on their team members. Health leadership is a fundamental and key component in the development and implementation of sustainable health promotion programs. With the introduction of our Dynamic Shared Ownership (DSO) working model, we are strengthening a social and commitment-oriented VACC leadership role to foster the resilience of the teams. This role consists of four components:

- // **V:** Visionaries engage with their teams in defining a mission.
- // **A:** Architects unleash the passion and energy of their teams to deliver more value efficiently.
- // **C:** Catalysts empower teams and foster collaboration across the network.
- // **C:** Coaches help teams learn and evolve continuously.

To support the VACC people-leaders in their role, we made various global offerings available in the reporting year, e.g.:

- // A health and well-being toolbox for people-leaders including, for example, a guideline on challenging leadership situations, web-based training on mental health and leadership and ergonomics training
- // A detailed onboarding training for all VACC people-leaders with health-promoting content such as building trust, being an inclusive team, building psychological safety, dealing with conflict, and team wellbeing.

Prevention

Work environments should be designed in such a way that psychosocial risks can be minimized and that employees can be protected against suffering from mental and physical health problems. On our central platform MyHealth, we provide evidence-based information and disease prevention programs in the areas of physical, emotional, mental and spiritual health. These four areas of health are the content of the so-called Energy Workshop, which strengthens resilience at team level. Nearly 11,000 employees have participated in these workshops over the past five years.

Support

We support employees with health conditions so that they can access work, continue working and thrive at work. In coordination with the HR Enabling Function, we have a process in place to provide support and assistance for employees and their immediate family (spouse, parents and children) experiencing health and well-being challenges:

- // We offer our employees and their families employee assistance programs (EAPs) worldwide that focus particularly on psychosocial support from psychological or medical experts who can be consulted online or in person. We were able to offer EAPs to more than 99% of our employees and their families by the end of 2025. We provide more than 1,000 different training courses, lectures and podcasts on maintaining good mental health, aimed at various target groups.

Occupational health and safety readiness for emerging and reemerging infectious diseases

With the end of the Public Health Emergency of International Concern (PHEIC) for COVID-19 declared by the World Health Organization (WHO) and the steady decline in reported cases during the reporting year, life went back to pre-pandemic status.

With these considerations in mind, careful and gradual lifting of all restrictions across our sites took place in 2024, taking account of the local health guidance, enabling a safe transition to normalcy for Bayer's business operations.

Owing to the continuous evolution of new subvariants of Omicron that keep the SARS Cov-2 virus in circulation, we continue to monitor the epidemiological situation and follow the recommendations of the experts on possible scenarios with respect to our operational procedures. In the meantime, we have used the guidance documents and learnings on COVID-19 pandemic management to update the company requirement for a Pandemic Preparedness Plan, which was incorporated into the Group Regulation on Occupational Medicine and Health.

The lessons learned from the COVID-19 pandemic have been applied to prepare for other emerging and re-emerging infectious disease outbreaks. A recent example is the Mpox Clade 1b outbreak that happened in 2024. Following the WHO's declaration of Mpox Clade 1b as a public health emergency, Bayer Occupational Health (OH) experts convened to determine the immediate actions needed. An internal article was published to explain the issue to all employees and to assure them that the risk for most Bayer employees is low. In addition, a case management protocol was developed and the OH team members were trained in how to deal with possible occurrences in the workplace.

The OH team will continue to monitor emerging and re-emerging infectious disease risks and will provide guidance to the company as warranted.

8.4 Process and Plant Safety

In our Sustainability Statement in the Annual Report 2025, we report on process and plant safety in E2 Pollution.

We aim to design and operate our processes and production facilities in such a way that they do not pose any inappropriate risks to our employees, the environment or neighboring communities. This is conditional on having an effective system in place to ensure plant safety that enables operational risks to be identified, remedied and reduced and their effects mitigated. We are continuously working to further develop the safety culture, the expertise of employees and the globally applicable Group Regulation on Process and Plant Safety.

Our Group regulations specify uniform procedures and standards for risk assessment and corresponding safety measures, and we implement the requisite training. In this way, we ensure that a uniform safety level is in place at the 36 Bayer sites at which volumes of hazardous substances significant for plant safety are stored or processed.

Based on our Group Regulation on Process and Plant Safety, the comprehensive safety concept for a process or plant comprises the following elements:

- // An operating concept
- // A safety concept (to prevent incidents)
- // Damage mitigation concepts

Processes and plants at Bayer are run with a robust operating concept. This concept comprises instructions for safe operation, including start-up and shutdown, maintenance, retrofitting procedures and response to

malfunctions. Site emergency response plans define the measures to be undertaken in cases of emergency. These encompass procedural instructions for internal and external communication and reporting, including notification of responsible authorities and surrounding communities. The sites regularly conduct emergency exercises to assess the effectiveness of the deployments and introduce improvements if necessary. Joint exercises are conducted in cases where external personnel are crucial for emergency preparedness. The frequency of these exercises is determined based on the existing risk.

Responsibilities and verification

To ensure a high safety level at our facilities, we have defined clear responsibilities in our company that are assumed internally by various organizational units. Responsibility for the safe operation of production facilities lies with plant management. Group-wide safety experts are jointly responsible with the plant operators for conducting risk analyses and drawing up safety concepts. Using systematic analytical methods, the process risks of our facilities are identified in interdisciplinary teams supervised by these experts. Based on this, the team develops robust protective concepts that take account of health, safety and environmental protection aspects. Among the topics covered by these are the installation of safety valves, spill basins and collecting basins, and the development of emergency shutdown concepts. Everyone involved in this process completes a Group-wide plant safety training program. In addition, the safety experts must undergo a globally valid internal training and certification program that qualifies them to carry out risk analyses in the teams. The certification program ensures globally uniform quality standards in the development of safety concepts at our production facilities.

Ultimately, the Public Affairs, Sustainability & Safety (PASS) Enabling Function performs the necessary governance for process and plant safety in the Bayer Group. This function further develops the Group's safety management system

and establishes the internal safety requirements, verifying their observance through special process and plant safety audits.

To maintain the high safety level of our facilities, the related safety concepts for each facility are examined every five years. Technical modifications are subject to a stringent change management process. In accordance with the Group Regulation on [HSE Management & HSE Key Requirements](#), maintenance and inspection programs are also established for the safety facilities to ensure the necessary availability and functionality in case of need. Furthermore, all facilities and technical apparatus are serviced according to maintenance and inspection plans. Mitigation concepts are designed to mitigate the severity of consequences in case of a loss of containment. Mitigation concepts specific to a chemical process or unit operation comprise a broad spectrum of measures, including standard personal protective equipment, safety showers, removal or reduction of the number of people in the danger area during certain tasks, containment systems and perimeter monitoring with gas detection systems.

Plant safety is an integral component of the planning stages for capital expenditure projects. We carry out risk analyses during the various phases of a capital expenditure project. In accordance with our Group Regulation on Safe Design and Operation of Processes and Plants, we examine the applicability of the following principles of inherently safer design and the feasibility of a sound safety concept at a very early stage in the development of new production processes:

- // Removing or minimizing potential hazards (e.g. by avoiding particularly hazardous substances, selecting suitable process equipment, construction and design, and optimizing process parameters such as pressure, temperature and concentration)
- // Avoiding or minimizing potential interruptions (e.g. through quality assurance measures during the

construction, installation and operation of the plant technology, the use of maintenance-friendly equipment or the definition of detailed and exact operational procedures that cover both start-up and shutdown processes and reactions to foreseeable deviations and malfunctions)

- // Designing error-tolerant processes and plants so that possible process deviations do not have any safety-relevant effects such as loss of primary containment (e.g. through sufficient temperature and pressure stability)

Finally, before a new production facility is brought on stream, our safety experts verify all defined safety measures and confirm their proper implementation by carrying out plant and equipment inspections.

Further development of plant safety

To maintain and strengthen safety awareness, we continuously update and improve the globally binding Top Performance in Process and Plant Safety (TOPPS) training program. Participation is compulsory for all Bayer employees who are able to influence process and plant safety at production and auxiliary facilities and is documented in the training system. TOPPS training documentation is available on global level.

We are further developing plant safety through our active participation in internal global and regional networks of experts and as a member of associations such as the Center for Chemical Process Safety (CCPS), Dechema ProcessNet and the German Chemical Industry Association (VCI). We also make progress in this regard worldwide within the framework of standards.

Since 2019, we have used the globally standardized KPI Process Safety Incident Rate (PSI-R) as an indicator for plant safety. This is integrated into the Group-wide reporting system. Reporting this indicator is based on the requirements of the International Council of Chemical Associations (ICCA). Process safety incidents (PSIs) refer to incidents during which amounts of chemical substances or energy that exceed defined thresholds leak from their primary containment, such as pipelines, pumps, tanks or drums. The PSI-R indicates the number of process safety incidents per 200,000 hours worked. In 2025, the PSI-R was 0.12 (2024: 0.12). A total of 112 process safety incidents occurred in 2025 (Process Safety Incident Count [PSI-C]).

In addition, we also indicate the Process Safety Incident Severity Rate (PSI-SR). We report this according to the grading system of the ICCA.

Process Safety Incidents¹

	2022	2023	2024	2025
Process Safety Incident Count (PSI-C) ¹	122	124	117	112
Process Safety Incident Rate (PSI-R) ^{1,2}	0.12	0.12	0.12	0.12
Process Safety Incident Severity Rate (PSI-SR) ^{1,3}	0.18	0.17	0.23	0.23

¹ According to ICCA (International Council of Chemical Associations)

² Number of PSI incidents per 200,000 hours worked

³ Degree of severity for all PSI incidents per 200,000 hours worked

To prevent substance and energy releases, the causes of PSIs are analyzed and relevant findings are communicated to potentially affected sites throughout the Bayer Group. The reporting thresholds are intentionally set at such a low level that even material and energy leaks that have no impact on employees, the local community or the environment, are systematically recorded and reported. We pursue this preventive approach so that weaknesses can be identified and corrected before a more serious incident can occur.

8.5 Incidents and Performance

In our Sustainability Statement in the Annual Report 2025, we report on safety indicators in S1 Own Workforce.

Occupational injuries and occupational illnesses (accidents)

The basis of our reporting on occupational accidents is the rate of recordable work-related accidents, which covers all occupational injuries and illnesses leading to medical treatment that goes beyond basic first aid that are suffered by Bayer employees and employees of contractors under the direct supervision of Bayer (named as nonemployees in the ESRS definition). As a result, recordable work-related accidents cover occupational injuries and illnesses both with and without lost workdays.

In 2025, it was at 2.16 cases per 1,000,000 hours worked, which is equivalent to 403 occupational accidents worldwide (2024: 439). In statistical terms, this means that one recordable accident occurred for more than every 460,000 hours worked. Recordable accidents with lost workdays constituted 230 of the total of 403 occupational accidents.

No Bayer employees lost their lives in work-related accidents in 2025.

Recordable Occupational Injuries and Illnesses (Accidents)			
	2023	2024	2025
Recordable work-related accidents¹	459	439	403
of which Bayer employees	420	397	338
of which nonemployees ²	39	42	65
Rate of recordable work-related accidents ^{1,3}	2.24	2.20	2.16
Rate of recordable work-related accidents of employees ³	2.10	2.05	1.88
Rate of recordable work-related accidents of nonemployees ^{2,3}	6.84	7.58	9.87
Rate of occupational accidents with lost workdays (LTRIR) ^{1,4,5}	0.23	0.24	0.25
Total number of high severity accidents (excluding fatalities)¹	13	9	9
of which Bayer employees	13	8	7
of which nonemployees ²	–	1	2
Rate of high severity accidents (excluding fatalities) ^{1,4}	0.01	0.01	0.01
Number of lost days ¹	5,902	5,034	3,901
Fatalities from work-related injuries and work-related ill health	12	2	–
of which fatalities of Bayer employees	7	–	–
of which fatalities of nonemployees ^{1,2}	–	–	–
of which fatalities of value chain workers (not under Bayer supervision)	5	2	–
Rate of fatal occupational accidents ^{1,4}	0.007	–	–

Previous years' figures restated

¹ Bayer employees and nonemployees

² Nonemployees refers to the definition of ESRS and equals our internal definition of directly supervised contractors

³ Based on 1,000,000 of around 190,000,000 working hours in 2025

⁴ Based on 200,000 of around 190,000,000 working hours in 2025

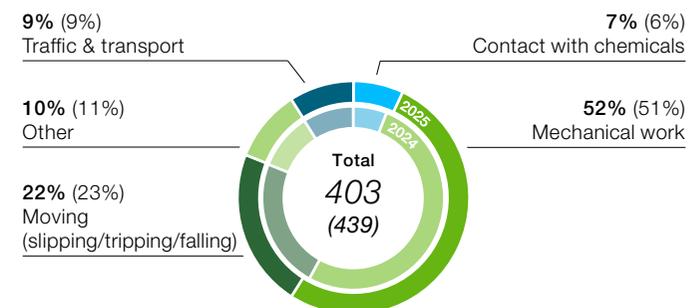
⁵ LTRIR = Lost Time Recordable Incident Rate; based on 200,000 working hours

In 2025, as in previous years, the number of accidents involving contact with chemicals was small (7%) in relation to the total number of occupational accidents.

Occupational illnesses (work-related ill health) are also included in the Rate of recordable work-related accidents and LTRIR, regardless of whether they are listed in national

registers of occupational diseases. As lists of occupational diseases are not globally standardized – and in many countries do not exist at all – we document all occupational illnesses, provided they have been diagnosed and recognized by a physician.

Notification of work-related injuries and illnesses (accidents) 2025 (2024)



In 2025, 14 new cases of occupational illnesses were reported throughout the Bayer Group, nine of them with lost workdays. These were related to food poisoning, environmental exposures/inhalation and repetitive work-related tasks. The number of cases corresponds to 0.08 occupational illnesses per one million hours worked.

In accordance with our Group Regulation on [HSE Management & HSE Key Requirements](#), all mandatory accidents (including Recordable Injuries and Illnesses), significant near misses, especially those which have a high severity potential and nonconformities are reported in the global Incident Reporting Tool. To prevent their recurrence and to mitigate consequences, all these accidents must be investigated to identify root causes. Corrective and/or preventive actions must be implemented.

9. Social Engagement & Foundations

The commitment to science, society and the common good has a long tradition at Bayer. Like our business activities, our social engagement is guided by our mission “Health for all, Hunger for none.” Together with our network of partner organizations and many of our employees, we support social projects around the world in the areas of health, nutrition and the environment and engage with communities to create long-lasting societal impact, increasingly by supporting social innovation and social enterprises.

9.1 Management Approach

Our social engagement takes the form of monetary contributions, product donations, our foundation activities and corporate volunteering. Close intra-Group cooperation between the Public Affairs, Sustainability & Safety (PASS) Enabling Function and our country organizations, as well as with the Bayer foundations, ensures a common strategic alignment.

The Group Regulation on Corporate Charitable Giving establishes clear criteria for the eligibility of recipients and the selection of projects. It also sets out our strategy to create long-term impact in line with our purpose, mission and sustainability goals.

Our contributions are processed through a database that enables approval by responsible managers, compliance checks and full documentation – and thus ensures oversight of the contributions. It also offers a comprehensive and transparent overview of our social investment worldwide.

Through a global corporate volunteering framework, we want to increase the social impact around the world with our employees. Employees worldwide can take at least one

working day off per year for voluntary work in the areas of nutrition, health and science and environment.

Through our social engagement, we support projects in the following focus areas:

Health for all, Hunger for none

- // Food security, reduction of food loss, increase in food quality, particularly for vulnerable groups in low- and middle-income countries ([LMICs](#))
- // Access to self-care and healthcare programs for vulnerable groups in LMICs
- // Maternal and child health, family planning
- // Public health

Science

- // Support for frontier research in life sciences, data science and environmental sciences
- // Development of science talents, supporting education programs in life sciences, data science and environmental sciences
- // Science and society: collaborations that enhance the impact of science for the benefit of society

Environment

- // Climate change, biodiversity, and water and waste management

Community engagement

- // Social initiatives near communities where Bayer operates
- // Sports activities (local recreational, disabled and competitive sports)
- // Cultural programs (e.g. young artists)
- // Culture of remembrance

Disaster relief

- // Response to climate catastrophes and humanitarian crises for underserved groups and countries
- // Product donations
- // Interventions for health crises, e.g. pandemics

Through our engagement we promote the system-changing power of social innovation, be it through local initiatives or global partnerships. A central aspect of Bayer’s social engagement is therefore supporting innovative solutions and capacity-building projects of social enterprises aimed at establishing knowledge, abilities and structures.

[Bayer Foundation](#), the [Bayer Fund](#) (United States), [Bayer Foundation India](#) and the [Hans and Berthold Finkelstein Foundation](#) generate social impact for society, supported through resources provided by Bayer (for more background on the foundations’ exemplary work please see chapter 9.3).

9.2 Our Engagement in 2025

In 2025, Bayer provided €40 million for social impact programs and partnerships worldwide. This includes product donations to the value of around €11 million (book value) to various nonprofit organizations in various countries. Most of the products donated are prescription drugs and over-the-counter (OTC) products from our Pharmaceuticals and Consumer Health divisions. Bayer’s monetary social contributions in 2025 were distributed around the different focus areas as follows:

Monetary Donations per Strategic Focus Area



A major focus in the health area is providing access to health for underserved communities and people at risk. Public health, maternal and women's health as well as health capacity building have been strengthened in 2025 through some exemplary programs: Bayer and the United Nations Population Fund (UNFPA) Egypt embarked on a strategic partnership spanning five years (2021–2025), representing the collaborative efforts of both organizations to promote voluntary family planning and reproductive health services. The partnership is extending its support to the national family planning campaign “Your Right to Plan” aimed at enhancing family planning and reproductive health services for underserved communities in Egypt.

Since the partnership's inception in 2021, the outreach campaign has been implemented in 25 governorates across Egypt. This comprehensive endeavour has been further bolstered by the deployment of mobile clinics, which provide a range of essential services, including direct family planning support, gynaecological examinations, ultrasound diagnostics, prenatal care, and neonatal/paediatric care. The impact of the campaign has been substantial, as it has successfully reached out to 633,996 individuals to date. Of these, 528,283 people have gained access to critical family planning information and services.

In the health area, we continue to support patients in underserved communities who are suffering from hemophilia. Bayer is a long-standing partner to the World Federation of Hemophilia and its Humanitarian Aid Program. The objective of the program is to make it possible for people with inherited bleeding disorders to reliably access safe and consistent treatment and care, regardless of their type of bleeding disorder, gender or location. Since 2019, Bayer has donated over 300,000 vials of factor to support the program, 38,000 were sent in 2025.

Our commitment also helps in the fight against neglected tropical diseases such as African sleeping sickness, Chagas disease, infection with the pork tapeworm and river blindness (please see chapter Focus on: Access to Healthcare). Bayer partners with the World Health Organization (WHO) and supported the WHO road map 2030 with monetary and product contributions to the amount of €3.2 million in 2025.

Disaster relief

In 2025, we provided assistance to various countries exposed to natural disasters or humanitarian crises.

One focus, as in the last two years, was on humanitarian support for Ukraine. Bayer continued to support with product donations providing the civilian population with medicines and healthcare products. The needs of women and children are at the center of Bayer's disaster response. Since 2023, we have co-sponsored the purchase of a dedicated Women's Health Ambulance car that serves as a mobile clinic for women on the frontlines. In addition, a significant number of hormonal contraception devices were delivered as well as various truckloads of special skin care products for adults and children. We also donated important industrial material for the repair of water filtration facilities in the country's Eastern part.

The support for the civilian infrastructure continues strongly on different levels, in particular to medical facilities and educational institutions. More than 15,000 pieces of office equipment (furniture, notebooks, etc.) to strengthen the backbone of those facilities had been delivered this year. We managed to send the 100th aid truck to Ukraine since the outbreak of the full-scale invasion.

To provide crucial support to those affected by the conflict in Gaza, we donated medicines and supplements for pregnant women, new mothers and children in Gaza.

We also continued to provide assistance to various regions that were severely affected by natural disasters including the United States and Myanmar. The hurricanes, earthquakes and floods have cost lives, affected many people and severely destroyed people's living environments. Bayer supported relief organizations and launched a fundraising campaign to provide people on the ground with the most urgently needed aid as quickly as possible, mobilizing quickly much needed support.

Employee volunteering and employee giving

Inspired by our mission of “Health for all, Hunger for none” and our commitment to conserve and protect the environment, giving back is a vital part of the DNA of Bayer. Our employees have long volunteered their own time on behalf of their communities. For example, our employees founded social initiatives in different countries to enable local teams serving their communities in efficient and targeted ways. A Global Corporate Volunteering Procedure was introduced in 2023, enabling employees to take one day off per year with pay for volunteering services with social organizations. Employees can use the online platform for volunteering services to search for organizations and events to actively support. In total, nine countries to date conducted a volunteering program

based on the global guidelines and utilizing the global platform. In parallel, already existing local volunteering programs continue to be maintained and successfully managed locally. In total, over 210 volunteering projects were conducted in 2025, leading to over 7,400 hours of company-sponsored volunteering leave for our employees. Alongside employee giving campaigns that we introduce in the case of large-scale disasters, Bayer also offers matching programs in different countries throughout the year. In Germany, for example, the Helping Cents program enables Bayer employees to donate the decimal places of their monthly salary. The total amount of the cents collected is doubled by Bayer and earmarked for charitable organizations and their projects. Since 2022, all Bayer employees in Germany have also had the opportunity to have a say in the allocation of money from Helping Cents and to vote for selected projects. In 2025, more than 7,000 employees took part in this and donated more than €36,000.

Summary

67% of our contributions (cash and products) went to low- and middle-income countries (LMICs) to strengthen the capacity of underserved communities and combat social inequality. Geographically, the split of our monetary and product contributions is as follows:

Monetary and Product Donations per Region

20% North America/
Latin America

33% Europe

7% Asia/Pacific



40% Africa/
Middle East

9.3 Corporate Foundations

Bayer Foundation is uniting the legal entities “Bayer Science & Education Foundation” (Science Program) and “Bayer Cares Foundation” (Social Innovation Program) under one umbrella brand. The organization makes an important contribution to society in the fields of science and social innovation.

The [Hans and Berthold Finkelstein Foundation](#) strengthens the culture of remembrance at Bayer and supports research and remembrance projects that address the crimes of the National Socialist era, especially regarding Nazi forced labor and I.G. Farben.

Bayer Foundation: Science Program

The [Science Program of Bayer Foundation](#) advances breakthroughs and equity in science by supporting diverse scientific talents, from school to academia. The activities are focused on two areas:

- // Advancing breakthrough science by honoring outstanding scientists as role models, fostering interdisciplinary exchange and enhancing education in science, technology, engineering and mathematics (STEM)
- // Increasing equity in science by building scientific capacity in Africa and fostering gender equality

The foundation’s activities encompass various programs including scientific awards, young talent scholarships, funding for scientific lectures and STEM education grants, along with global gender equality and scientific capacity-building programs.

A science council composed of five external scientists advises the foundation and selects the foundation’s Science Award winners. The foundation’s Board of Trustees is responsible for organizational measures, strategic decisions and financial issues.

The foundation has a worldwide science network of globally recognized academic institutions, start-ups, biotech and larger companies, along with other foundations and non-profit and governmental organizations. The foundation’s diverse offering includes programs with a focus on schools in Germany, international fellowships and global awards.

The Bayer Foundation Science Awards celebrate exceptional contributions to science and research. In 2025, five researchers have been awarded: One researcher received the Hansen Family Award for pioneering work in sustainable chemistry, organic synthesis and catalysis, advancing more precise, efficient and sustainable methods for producing active medical ingredients. In addition, four emerging research talents were recognized with the Early Excellence in Science Award for their contributions to Life Sciences.

As the foundation strives for global equity in science, capacity building in African countries is a key component of its work. Within the partnership with the Alexander von Humboldt (AvH) Foundation established in 2021, two postdoctoral researchers and five PhD students from African countries were awarded fellowships in 2025. In the Humboldt Research Hub Center of Emerging and Re-emerging Infectious Diseases (CERID) in Nigeria, African AvH alumni, who now hold scientific leadership positions at African universities and research institutions, successfully initiated long-term research projects and training courses in 2025. These projects and courses focus on finding scientific solutions and developing scientific methods to cope with pandemics. The research projects will be carried out in close collaboration with selected research partners in Germany and across Africa.

In 2025, the foundation again supported 63 **early-career scientists and early-career professionals** with [fellowships](#) for projects they applied for within the annual Bayer Foundation Fellowship Program. Fellowships for outstanding masters, PhD and medical students are offered, who pursue

international research projects, internships and more. The program enables fellowships in the areas of drug discovery, agricultural science, medical sciences and since 2025 for the first time also around climate and health research. By focusing on equity, the jury achieved a well-balanced selection of fellows regarding gender and origin from LMICs.

As part of the Science@School program for STEM education, Bayer Foundation supported 46 school projects in 2025 and through that opened the door to inclusive and innovative STEM education for children and teenagers in Germany.

Since 2021, Bayer Foundation has been a founding supporter of the Female Science Talents program, developed jointly with the Falling Walls Foundation. This program empowers early-career women in science to advance their development by offering a year-long intensive track for 20 talented women. Participants benefit from face-to-face meetings, workshops, career talks, peer exchanges and support aimed at helping them to achieve significant career breakthroughs.

Bayer Foundation: Social Innovation Program

The Social Innovation Program improves access to health and food security in underserved communities by supporting social change makers. It fosters new business models and catalytic approaches to attract co-funding. The geographic focus lies on LMICs in Africa, the Middle East, Asia and Latin America. Throughout the programs, Bayer Foundation has a strong gender focus by putting women empowerment at the center of the agenda. The strategic direction and financial decisions are determined by the foundation's independent Executive Committee and Board of Trustees.

The Social Innovation activities comprise three main programs:

- // The Social Impact Start-up Academy
- // The Women Entrepreneurs Award
- // The Social Innovation Ecosystem Fund

To support initiatives at their development stage, the Social Impact Start-Up Academy (SISTAC) offers an innovative learning program in collaboration with the Ingolstadt School of Management (WFI), Purdue University, Leeds University Business School, Technische Hochschule Ingolstadt, and Universidad Austral in Latin America, while expanding to new higher education institutions such as the Frankfurt School of Finance & Management. Since its launch in 2018, 106 projects have been successfully supported through this program, engaging 441 students from more than 20 countries and benefiting over 70 impact start-ups across Africa, Latin America, and Asia.

In 2025, SISTAC and Universidad Austral, together with Bayer Foundation and Impact Hub Buenos Aires, launched the first CAMPUS pilot in Latin America, connecting six start-ups and 48 students across 10 innovative projects in health and agriculture. SISTAC's international network continues to grow, with new master theses initiated in Germany and upcoming collaborations in Costa Rica, Spain, Colombia and Hong Kong, further expanding its mission to connect academia, corporations, and entrepreneurs for social innovation worldwide.

Through its Women Entrepreneurs Award and the associated accelerator and coaching program, Bayer Foundation highlights the high-impact innovations of female entrepreneurs active in Latin America, Africa and Asia. 2025 saw the award presented for the fifth time. More than 1,700 female entrepreneurs from more than 100 countries applied for the 2025 awards. Some 15 female entrepreneurs were chosen to receive prize money of €25,000 and a place on the associated accelerator program with mentoring and coaching elements.

Through its largest program – the Social Innovation Ecosystem Fund (SIEF) – Bayer Foundation supports mature social innovation solutions and ecosystems in LMICs. This fund targets pioneering technological and entrepreneurial solutions that have the power to create a world with zero hunger and good health and well-being (focusing on UN Sustainable

Development Goals 2 and 3, food security and health). In 2025, long-term programs with partners such as Pula Foundation, the UN Capital Development Fund, Asian Venture Philanthropy Association (AVPN) and GAVI – the Vaccine Alliance were started and continued:

Food Security (Zero Hunger):

- // During the World Economic Forum 2025, Bayer Foundation and the Pula Foundation announced plans to provide insurance coverage for 10 million smallholder farmers by 2030. The collaboration aims to enhance climate resilience among smallholder farmers, protecting them against the growing impacts of droughts and floods, which threaten harvests, livelihoods and global food security. It will help build private-public collaborations and shape the insurance market for agriculture in Africa and Asia. By 2030, Bayer Foundation's grant for insurance premium support in the amount of 10 million euros – supported by a donation from Bayer's Crop Science Division – will unlock a potential insurance coverage of 127 million U.S. dollars for 10 million farmers working with national governments in seven countries in Africa and South Asia. In 2025, the partnership reached around 750,000 smallholder farmers in Kenya, Ethiopia, and Nigeria.
- // With the United Nations Capital Development Fund (UNCDF), Bayer Foundation launched the "Food Systems Innovation Finance Facility," an initiative aimed at addressing global food security challenges and promoting sustainable agricultural practices through innovative, high-impact food systems enterprises operating in underserved markets across low and middle-income countries. The facility's supported enterprises will benefit more than 300,000 smallholder farmers and approx. 1.2 million low-income individuals.
- // Together with the Gates Foundation and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the Bayer Foundation funded the Digital Farmer II program of our partner Mercy Corps AgriFin. This has leveraged the spread of digital technologies to develop more efficient

digital information and financial products and services for smallholder farmers in Sub-Saharan Africa since 2021. In 2025, we reached 5.4 million smallholder farmers via this partnership, thereof 42% women. The program has redefined how farmers access advisory services, financial tools and market linkages. Independent impact measurement providers assessed that 72% of participating farmers reported an increase in production and experienced income growth between 2023 and 2025.

Health

- // With GAVI, the Vaccine Alliance and Doctors for Madagascar, Bayer Foundation continued a vaccination program for unvaccinated children across Madagascar. In close collaboration with [Charité – Universitätsmedizin Berlin](#) and [mTOMADY](#), essential vaccinations were administered to more than 80,000 children across three regions in southern Madagascar, nearly half of whom had previously not received any routine immunizations at all.
- // In Asia, the topic of climate and health has been a priority for Bayer Foundation: As the impact of climate change on human health is significant in this region, it requires urgent attention and funding for innovative non-profit organizations and social enterprises developing solutions to address these challenges. Therefore, Bayer Foundation partnered with AVPN on the Climate x Health Lighthouse Fund. In 2025, five innovators across Asia have been awarded as recipients of the grants. Their work tackles some of the most pressing climate-health challenges, from the surveillance and management of climate-sensitive infectious diseases (CSID) to the reduction of heat stress.

In addition, the three-year initiative called the “Women Economic Empowerment Program” has been continued in rural Nigeria. In a combined approach, Bayer Foundation is improving women’s health, stabilizing smallholder farmers’ livelihoods and providing strategies for women’s empowerment. In partnership with local enterprises and a Nigerian

Foundation, the foundation is exploring an innovative way of raising the income of Nigerian women by 30% and of establishing 2,500 Healthy Entrepreneurs community health worker jobs, reaching more than 500,000 families. Implementing partners in this program are Advantage Health Africa, Healthy Entrepreneurs, AFEX, Coamana and the Jennifer Etuh Foundation.

Hans and Berthold Finkelstein Foundation

The [Hans and Berthold Finkelstein Foundation](#) strengthens the culture of remembrance at Bayer and supports research and remembrance projects that deal with the crimes of the Nazi era, in particular forced labor under the Nazis and I.G. Farben. It also develops programs for a corporate culture characterized by historical and ethical responsibility, contemporary leadership, and democratic action. For example, the foundation launched the “Leaders for Democracy” program, which is carried out in cooperation with the Hertie Foundation and trains 20 young leaders in Germany each year on the topics of historical responsibility and anti-discrimination. The foundation promotes dialogue-oriented projects in Europe, Israel, and the United States that aim to strengthen resilience against hatred and discrimination – both today and in the future. A number of projects focus on the connections and continuities between the past and the present. In 2025, the focus was on the project “The Future Needs Remembrance,” in which 20 organizations in the city of Leverkusen organized two exhibitions (with a total of over 4,000 visitors) to remember the Holocaust and educate against anti-Semitism, as well as 30 events as a supporting program (2,000 participants).

The foundation is also increasingly providing further training on the subject of Nazi forced labor. To this end, an educational trip was organized on forced labor, corporate responsibility and dealing with companies during the Nazi era. In addition, a magazine on the future of political education was produced, which was presented together with the Gustav Stesemann Institute and highlights the challenges facing the sector.



*Further
Information*

2025

Health for all, Hunger for none

GRI Index

with the 10 Principles of the UN Global Compact

For fiscal 2025, we are again applying the GRI Standards. This report is oriented towards the GRI Standards. If there is insufficient information available for a GRI statement, we have explained this. The GRI Content Index also includes the corresponding principles of the UNGC.

Statement of use	Bayer has reported oriented towards the GRI Standards for Fiscal Year 2025 in the period January 1, 2025, to December 31, 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	In 2024, we reviewed the application of the GRI Sector Standard "GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022" again and came to the conclusion that this is not applicable to Bayer on account of Bayer's business model.

GRI Content Index

UNGC Principles	GRI Standards	Page and/or link	Comment and reference to the Sustainability Statement
	GRI 2: General Disclosures 2021		
	The Organization and its Reporting Standards		
	GRI 2-1: Organizational details	24; AR 25, 31	
	GRI 2-2: Entities included in the organization's sustainability reporting	4; AR 102	Please find further information in the Sustainability Statement-BP-1
	GRI 2-3: Reporting period, frequency and contact point	4, 157	
	GRI 2-4: Restatements of information	4	
	GRI 2-5: External assurance		This report was not external assured
	Activities and Workers		
	GRI 2-6: Activities, value chain and other business relationships	24/25, 48–50, 99–102; AR 111–113	Please find further information in the Sustainability Statement SBM-1
6	GRI 2-7: Employees	112/113, 119; AR 111, 201	Please find further information in the Sustainability Statement SBM-1, S1-6
6	GRI 2-8: Workers who are not employees	113	
	Governance		
	GRI 2-9: Governance structure and composition	20, 26, 32/33; AR 104–108	Please find further information in the Sustainability Statement GOV-1, G1.GOV-1
	GRI 2-10: Nomination and selection of the highest governance body	AR 18/19, 250–252	
	GRI 2-11: Chair of the highest governance body	26; AR 22, 426	

GRI Content Index

UNGC Principles	GRI Standards	Page and/or link	Comment and reference to the <u>Sustainability Statement</u>
	GRI 2-12: Role of the highest governance body in overseeing the management of impacts	20, 26/27, 32/33, 104, 121, 123; AR 104-108	Please find further information in the Sustainability Statement GOV-1, GOV-2, SBM-2, G1.GOV-1
	GRI 2-13: Delegation of responsibility for managing impacts	32/33; AR 106/107, 238/239	Please find further information in the Sustainability Statement GOV-1, GOV-2, G1-3
	GRI 2-14: Role of the highest governance body in sustainability reporting	AR 111	Please find further information in the Sustainability Statement IRO-1
	GRI 2-15: Conflicts of interest	AR 250-255	
	GRI 2-16: Communication of critical concerns	20, 26, 32/33; AR 108/109, 238/239	Please find further information in the Sustainability Statement GOV-2, G1-3
	GRI 2-17: Collective knowledge of the highest governance body	AR 105/106	Please find further information in the Sustainability Statement GOV-1
	GRI 2-18: Evaluation of the performance of the highest governance body	AR 20	
	GRI 2-19: Remuneration policies	6, 20, 26-29, 33, 115, 120; AR 109/110	Please find further information in the Sustainability Statement GOV-3
	GRI 2-20: Process to determine remuneration	AR 109/110	Please find further information in the Sustainability Statement GOV-3
	GRI 2-21: Annual total compensation ratio	AR 204	Please find further information in the Sustainability Statement S1-16
Strategy, Policies and Practices			
1-10	GRI 2-22: Statement on sustainable development strategy	3	
1-6, 7, 10	GRI 2-23: Policy commitments	26/27, 30, 96/97, 100, 104/105, 110; AR 110, 190/191, 207/208, 212/213, 217/218, 235/236	Please find further information in the Sustainability Statement GOV-4, S1-1, S2-1, S3-1, S4-1, G1-1
	GRI 2-24: Embedding policy commitments	26-28, 30-32, 96/97, 105-108; AR 108/109, 235/236	Please find further information in the Sustainability Statement GOV-2, S1-4, S2-4, S3-4, S4-4, G1-1
	GRI 2-25: Processes to remediate negative impacts	28, 96, 100, 105, 107/108; AR 190-192, 207-211, 212-215, 217-234, 235/236	Please find further information in the Sustainability Statement S1-1, S1-3, S2-1, S2-3, S2-4, S3-1, S3-3, S3-4, S4-1, S4-3, G1-1
	GRI 2-26: Mechanisms for seeking advice and raising concerns	28/29, 96, 100, 107; AR 191/192, 210/211, 214, 229/231, 235/236, 238-239	Please find further information in the Sustainability Statement S1-3, S2-3, S3-3, S4-3, G1-1, G1-3
	GRI 2-27: Compliance with laws and regulations	76; AR 89, 97-100, 117/118, 204/205, 239, 281/282, 298, 330-333, 351-357	Please find further information in the Sustainability Statement SBM-3, S1-17, G1-4
	GRI 2-28: Membership associations	32, 63, 125, 127, 142	
Stakeholder Engagement			
	GRI 2-29: Approach to stakeholder engagement	20-22, 32-39, 109; AR 114-117, 192/193, 210, 212-214, 217/218, 221-224, 226-229	See for further information Sustainability Statement SBM-2, S1-2, S2-1, S2-2, S3-1, S3-2, S4-1, S4-2

GRI Content Index

UNGC Principles	GRI Standards	Page and/or link	Comment and reference to the <u>Sustainability Statement</u>
3	GRI 2-30: Collective bargaining agreements	118; AR 202	Please find further information in the Sustainability Statement S1-8
	Material Topics		
	GRI 3: Material Topics 2021		
	GRI 3-1: Process to determine material topics	33; AR 102, 122/123	Please find further information in the Sustainability Statement BP-1, IRO-1
	GRI 3-2: List of material topics	147–155	
	Climate Protection		
7–9	GRI 3-3: Management of material topics	5–8, 16–19, 52–54, 99, 123–125; AR 113, 117–119, 128, 139–148	Please find further information in the Sustainability Statement SBM-1, SBM-3, E1-2, E1-3, E1-4
	GRI 201: Economic Performance 2016		
7, 8, 9	GRI 201-2: Financial implications and other risks and opportunities due to climate change	AR 117/118, 136–139 www.bayer.com/tcfd www.bayer.com/cdp	Please find further information in the Sustainability Statement SBM-3, E1.SBM-3
	GRI 302: Energy 2016		
7, 8	GRI 302-1: Energy consumption within the organization	AR 148/149	Please find further information in the Sustainability Statement E1-5
8	GRI 302-3: Energy intensity	AR 149	Please find further information in the Sustainability Statement E1-5
8	GRI 302-4: Reduction of energy consumption	AR 140; www.bayer.com/CDP	Please find further information in the Sustainability Statement E1-3
	GRI 305: Emissions 2016		
7, 8	GRI 305-1: Direct (Scope 1) GHG emissions	124; AR 145–147, 149–151, 153–155	Please find further information in the Sustainability Statement E1-4, E1-6
7, 8	GRI 305-2: Energy indirect (Scope 2) GHG emissions	124; AR 145–147, 149–151, 154/155	Please find further information in the Sustainability Statement E1-4, E1-6
7, 8	GRI 305-3: Other indirect (Scope 3) GHG emissions	124; AR 145–147, 149–155	Please find further information in the Sustainability Statement E1-4, E1-6
8	GRI 305-4: GHG emissions intensity	AR 155	Please find further information in the Sustainability Statement E1-6
8, 9	GRI 305-5: Reduction of GHG emissions	123/124; AR 139–145, 145–148	Please find further information in the Sustainability Statement E1-3, E1-4
	Environmental Protection		
7–9	GRI 3-3: Management of material topics	5–8, 15, 17/18, 45/46, 54–60, 71, 78–81, 125–127, 129–136; AR 117–119, 121, 157–164, 167–171, 172–181, 182–186	Please find further information in the Sustainability Statement SBM-3, E2-1, E2-2, E2-3; E3-1, E3-2, E3-3, E4-1, E4-2, E4-3, E4-4, E5-1, E5-2, E5-3
	GRI 303: Water and Effluents 2018		
7, 8	GRI 303-1: Interactions of water as a shared resource	57–60, 125–128; AR 117–119, 124, 167–171	Please find further information in the Sustainability Statement SBM-3, E3.IRO-1, E3-1, E3-2, E3-3
7, 8	GRI 303-2: Management of water discharge-related impacts	89/90, 128–130	
8	GRI 303-3: Water withdrawal	127/128	See also Sustainability Statement E3-4

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UNGC Principles	GRI Standards	Page and/or link	Comment and reference to the Sustainability Statement
8	GRI 303-4: Water discharge	128/129	See also Sustainability Statement E3-4
8	GRI 303-5: Water consumption	128	See also Sustainability Statement E3-4
	GRI 101: Biodiversity 2024		
7	GRI 101-1 Policies to halt and reverse biodiversity loss	45, 122/123; AR 181/182	See also Sustainability Statement E4-4, E4-5
7, 8, 9	GRI 101-2 Management of biodiversity impacts	6, 18, 22, 32-37, 45-48, 71, 78-80, 122/123; AR 117-119, 157-160, 172-179	See also Sustainability Statement SBM-3, E2-1, E4-SBM-3, E4-2, E4-3
7	GRI 101-3 Access and benefit sharing	47-49, 122/123	
7, 8	GRI 101-4 Identification of biodiversity impacts	AR 125/126	See also Sustainability Statement E4.IRO-1
7, 8	GRI 101-5 Locations with biodiversity impacts	33, 122/123; AR 125/126	See also Sustainability Statement E4.IRO-1
7, 8	GRI 101-6 Direct drivers of biodiversity loss	33, 45-48; AR 125/126, 157-160, 172	See also Sustainability Statement E4.IRO-1, E2-1, E4-SBM-3
7, 8	GRI 101-7 Changes to state of biodiversity	33; AR 125/126	See also Sustainability Statement E4.IRO-1
7, 8, 9	GRI 101-8 Ecosystem services	33, 45-48	
	GRI 305: Emissions 2016		
7, 8	GRI 305-6: Emissions of ozone-depleting substances (ODS)	125	
7, 8	GRI 305-7: Nitrogen oxides (NOX), sulfur oxides (SOX) and other significant air emissions	125	
	GRI 306: Waste 2020		
8	GRI 306-1: Waste generation and significant waste-related impacts	80/81, 130/131; AR 126	Please find further information in the Sustainability Statement E5.IRO-1
8	GRI 306-2: Management of significant waste-related impacts	82/83, 130/131; AR 184/185	Please find further information in the Sustainability Statement E5-2
8	GRI 306-3: Waste generated	130; AR 186	Please find further information in the Sustainability Statement E5-5
8	GRI 306-4: Waste diverted from disposal	130; AR 186/187	Please find further information in the Sustainability Statement E5-5
8	GRI 306-5: Waste directed to disposal	AR 186/187	Please find further information in the Sustainability Statement E5-5
	Innovation		
	GRI 3-3: Management of material topics	5, 8, 15-18; AR 37-55	
	Business Ethics		
10	GRI 3-3: Management of material topics	26-32, 38-40; AR 117-121, 235/236, 238/239	Please find further information in the Sustainability Statement SBM-3, G1-1, G1-3, G1-4
	GRI 205: Anti-corruption 2016		
10	GRI 205-1: Operations assessed for risks related to corruption	27/28; AR 238	Complete coverage is crucial for compliance/anti-corruption in the first instance. Areas at risk are monitored more frequently than others. As major businesses and parts of companies are subject to shorter audit cycles and smaller units to longer cycles, we do not report at the business unit level. Nor do we report on the identified significant corruption risks, as such information would constitute a business secret. See also Sustainability Statement G1-3

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UNGC Principles	GRI Standards	Page and/or link	Comment and reference to the Sustainability Statement
10	GRI 205-2: Communication and training about anti-corruption policies and procedures	27–30; AR 238	We do not report quantitatively on training for the Board of Management and Supervisory Board because data on this is not available in accordance with the requirements of the GRI. Anti-corruption training for employees is implemented globally. See also Sustainability Statement G1-3
10	GRI 205-3: Confirmed incidents of corruption and actions taken	AR 239	Please find further information in the Sustainability Statement G1-4
	GRI 206: Anti-competitive Behavior 2016		
10	GRI 206-1: Legal actions for anti-competitive behavior, anti-trust and monopoly practices	AR 351–357	
	GRI 207: Tax 2019		
	GRI 207-1: Approach to tax	41	
	GRI 207-2: Tax governance, control and risk management	41	
	GRI 207-3: Stakeholder engagement and management of concerns related to tax	37, 41	
	GRI 207-4: Country-by-Country Reporting		We do not report any country-by-country information, since this data is not available for 2025.
	GRI 415: Public Policy 2016		
10	GRI 415-1: Political contributions	32	
	GRI 418: Customer Privacy 2016		
	GRI 418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data	29	We do not report on the number of breaches of customer privacy and losses of customer data. We report on the total number of confirmed compliance incidents. We publish the most frequently reported categories of compliance violations (including Data Leakage Prevention/IT Security), track the processing of these notifications and take corresponding measures in line with our Group regulation. More detailed information on this would constitute a business secret.
Product Responsibility			
7	GRI 3-3: Management of material topics	61–90; AR 111–113, 117–121, 215–234	Please find further information in the Sustainability Statement SBM-1, SBM-3, S4.SBM-3, S4-1, S4-2, S4-4, S4-5
	GRI 416: Customer Health and Safety 2016		
	GRI 416-1: Assessment of the health and safety impacts of product and service categories	61–78, 81–89; AR 217–228	Please find further information in the Sustainability Statement S4-1, S4-4
	GRI 416-2: Incidents of noncompliance concerning the health and safety impacts of products and services	76; AR 13–15, 351–357	
7	GRI 417: Marketing and Labeling 2016		
7	GRI 417-1: Requirements for product and service information and labeling	61–63, 65–69, 71–77, 78–80, 88; AR 217–228	Please find further information in the Sustainability Statement S4-1, S4-4
	GRI 417-2: Incidents of noncompliance concerning product and service information and labeling	AR 13–15, 351–357	
	GRI 417-3: Incidents of noncompliance concerning marketing communications	AR 13–15, 351–357	
Sustainable Food Security			
	GRI 3-3: Management of material topics	5–8, 15–19, 42–60	

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UNGC Principles	GRI Standards	Page and/or link	Comment and reference to the Sustainability Statement
	Access to Health Care		
	GRI 3-3: Management of material topics	5–13, 91–95	
	Employees		
1, 3, 6	GRI 3-3: Management of material topics	5, 7/8, 110, 112–120, 132–193; AR 117–121, 190–200, 204/205	Please find further information in the Sustainability Statement SBM-3, S1-1, S1-2, S1-4, S1-5, S1-17
	GRI 201: Economic Performance 2016		
	GRI 201-3: Defined benefit plan obligations and other retirement plans	115; AR 320–329	
	GRI 202: Market presence 2016		
6	GRI 202-1: Ratios of standard entry level wage by gender compared to local minimum wage	115; AR 203	We do not report on the margin between standard entry salary according to gender and local minimum wage because this data is not available to us. Nor do we plan to collect it. We compensate employees on both permanent and temporary employment contracts in excess of the statutory minimum wage in the respective countries, paying a living wage regardless of gender. Please find further information in the Sustainability Statement S1-10
	GRI 401: Employment 2016		
6	GRI 401-1: New employee hires and employee turnover	113/114	
	GRI 401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees	115, 120	
6	GRI 401-3: Parental leave	118/119	
	GRI 402: Labor/Management Relations 2016		
3	GRI 402-1: Minimum notice periods regarding operational changes	114, 117; AR 191/192	Please find further information in the Sustainability Statement S1-2
	GRI 404: Training and Education 2016		
6	GRI 404-1: Average hours of training per year per employee	116	
	GRI 404-2: Programs for upgrading employee skills and transition assistance programs	115–117; AR 196/197	Please find further information in the Sustainability Statement S1-1, S1-4
6	GRI 404-3: Percentage of employees receiving regular performance and career development reviews	117	
	GRI 405: Diversity and Equal Opportunity 2016		
6	GRI 405-1: Diversity in governance bodies and employees	111/112, 114; AR 106, 201/202, 202/203	Please find further information in the Sustainability Statement GOV-1, S1-6, S1-9
6	GRI 405-2: Ratio of basic salary and remuneration of women to men	115; AR 204	Please find further information in the Sustainability Statement S1-16
	GRI 406: Nondiscrimination 2016		

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UNGC Principles	GRI Standards	Page and/or link	Comment and reference to the Sustainability Statement
6	GRI 406-1: Incidents of discrimination and corrective actions taken	29; AR 204/205	We do not report on the number of incidents of discrimination. We report on the total number of confirmed compliance incidents. We publish the compliance violations (including Fairness/Respect at work, which includes discrimination and harassment), track the processing of these notifications and take corresponding measures in line with our Group regulation. More detailed information on this would constitute a business secret. Please find further information in the Sustainability Statement S1-17
Supplier Management			
1-8	GRI 3-3: Management of material topics	5-8, 96-103; AR 117-121, 236-238	Please find further information in the Sustainability Statement SBM-3, G1-2
	GRI 204: Procurement practices 2016		
	GRI 204-1: Proportion of spending on local suppliers	97	
	GRI 308: Supplier Environmental Assessment 2016		
7, 8	GRI 308-1: New suppliers that were screened using environmental criteria	97/98, 99-102; AR 236-238	As the reported procedure for evaluating our suppliers (including according to environmental criteria) includes the new suppliers, we do not report the percentage of new suppliers separately. Please find further information in the Sustainability Statement G1-2
7, 8	GRI 308-2: Negative environmental impacts in the supply chain and actions taken	99-103, 122, 135/136; AR 117-121	Please find further information in the Sustainability Statement SBM-3
	GRI 414: Supplier Social Assessment 2016		
1-6	GRI 414-1: New suppliers that were screened using social criteria	97, 99-102; AR 236-238	As the reported procedure for evaluating our suppliers (including according to social criteria) includes the new suppliers, we do not report the percentage of new suppliers separately. Please find further information in the Sustainability Statement G1-2
1-6	GRI 414-2: Negative social impacts in the supply chain and actions taken	99-103, 107/108, 133, 135/136; AR 117-121	Please find further information in the Sustainability Statement SBM-3
Human Rights			
2-5	GRI 3-3: Management of material topics	5-8, 104-109, 118; AR 117-121, 190-194, 204/205, 205/206, 207-211	Please find further information in the Sustainability Statement SBM-3, S1-1, S1-2, S1-4, S1-17, S2.SBM-3, S2-1, S2-2, S2-4, S2-5
	GRI 407: Freedom of Association and Collective Bargaining 2016		
2, 3	GRI 407-1: Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	99-103, 104-108, 118; AR 192/193, 205/206	Please find further information in the Sustainability Statement S1-2, S2.SBM-3
	GRI 408: Child Labor 2016		
2, 5	GRI 408-1: Operations and suppliers at significant risk for incidents of child labor	99-103, 104-108; AR 188/189, 190, 205/206	Please find further information in the Sustainability Statement S1.SBM-3, S1-1, S2.SBM-3
	GRI 409: Forced or Compulsory Labor 2016		

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UNGC Principles	GRI Standards	Page and/or link	Comment and reference to the Sustainability Statement
2, 4	GRI 409-1: Operations and suppliers at significant risk for incidents of forced or compulsory labor	99–103, 104–108; AR 188/189, 190, 205/206	Please find further information in the Sustainability Statement S1.SBM-3, S1-1, S2.SBM-3
Safety			
1	GRI 3-3: Management of material topics	119, 132–140; AR 117–121, 198/199	Please find further information in the Sustainability Statement SBM-3, S1-1, S1-4
	GRI 403: Occupational Health and Safety 2018		
	GRI 403-1: Occupational health and safety management system	132; AR 198/199	Please find further information in the Sustainability Statement S1-1
	GRI 403-2: Hazard identification, risk assessment and incident investigation	119, 132–138	
	GRI 403-3: Occupational health services	136–138	
	GRI 403-4: Worker participation, consultation and communication on occupational health and safety	119, 132–136; AR 198/199	Please find further information in the Sustainability Statement S1-1, S1-4
	GRI 403-5: Worker training on occupational health and safety	132–136	
	GRI 403-6: Promotion of worker health	119, 136; AR 198	Please find further information in the Sustainability Statement S1-1, S1-4
	GRI 403-7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	75/76, 135, 138/139; AR 207/208	Please find further information in the Sustainability Statement S2-1
	GRI 403-8: Workers covered by an occupational health and safety management system	132; AR 203/204	The Group Regulation on HSE Management and HSE Key Requirements applies to all Bayer employees and all contractors directly supervised by Bayer. Our global HSE management system is audited internally. We do not report on the number and percentage of workers covered by a management system according to an internationally recognized standard since we use the energy consumption of environmentally relevant sites as a reference parameter. Please find further information in the Sustainability Statement S1-14
	GRI 403-9: Work-related injuries	140; AR 203/204	We do not report separately on work-related injuries with serious consequences. These are included in the data. Please find further information in the Sustainability Statement S1-14
	GRI 403-10: Work-related ill health	140	
	GRI 413: Local Communities 2016		
1	GRI 413-2: Operations with significant actual and potential negative impacts on local communities	121, 132, 136, 138/139; AR 117–121, 211/212	Please find further information in the Sustainability Statement SBM-3, S3.SBM-3
Stakeholder and Community Engagement			
1	GRI 3-3: Management of material topics	25, 33/34, 91–95, 141–145; AR 15, 18–21, 114–117, 212–215	Please find further information in the Sustainability Statement SBM-2, S3-1, S3-2, S3-4, S3-5
	GRI 201: Economic Performance 2016		
	GRI 201-1: Direct economic value generated and distributed	25	
	GRI 203: Indirect Economic Impacts 2016		
	GRI 203-1: Infrastructure investments and services supported	91–95, 141–145	

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UNGC Principles	GRI Standards	Page and/or link	Comment and reference to the Sustainability Statement
	GRI 203-2: Significant indirect economic impacts	25, 41, 98	
	GRI 413: Local Communities 2016		
1	GRI 413-1: Operations with local community engagement, impact assessments and development programs	33/34, 37, 118, 141–144; AR 212–215	Please find further information in the Sustainability Statement S3-1, S3-2, S3-3, S3-4

AR = [Bayer Annual Report 2025](#)

Glossary

B

Bt (Bacillus thuringiensis) is a bacterium that can be found primarily in soil, as well as on plants and in insect cadavers. The Bt toxins produced by the bacterium are used for biological pest control in agriculture and forestry, as well as to control disease-transmitting mosquitoes.

C

Corruption Perceptions Index (CPI) is the world's most renowned corruption indicator. It is compiled by the International Secretariat of the NGO Transparency International and has listed countries according to their perceived levels of public sector corruption since 1995. The CPI 2024 comprises 182 countries.

CRISPR-Cas is a new molecular-biological method of specifically modifying genetic material. It enables individual DNA building blocks to be inserted, removed or modified. This process basically works with all organisms. It is used in animal and plant breeding, and in biotechnology.

E

Ecosystem Fund

The term "Ecosystem Fund" refers to a sum of grants or other funding opportunities created for organizations that address key global societal challenges. This includes incentivizing participation in expanding and shaping an ecosystem through cross-sector and multi-stakeholder collaboration, in order to enhance the positive impact of the provided funds, such as the Bayer Foundation's Social Innovation Ecosystem Fund.

Ecosystem services are the benefits people obtain from ecosystems. Ecosystem services upon which crop production depends include, for instance, soil fertility, soil erosion prevention, nutrient cycling, soil organic matter provision, pest control, water regulation and pollination.

G

GHG (Greenhouse Gas) Protocol

The Greenhouse Gas Protocol is an internationally recognized tool for recording, quantifying and reporting greenhouse gas emissions. Its standards cover all emissions along the value chain. Bayer aligns itself to the Corporate Standard for direct (Scope 1) and indirect (Scope 2) greenhouse gas emissions and also to the Corporate Value Chain Accounting and Reporting Standard (Scope 3), which covers further indirect emissions along the value chain. Dual reporting was introduced for indirect (Scope 2) emissions. Indirect emissions have to be reported using both the location-based and the market-based methods. The location-based method uses regional or national average emissions factors, while the market-based method applies provider- or product-specific emissions factors based on contractual instruments.

GxP (Good x Practice) is the umbrella term covering all rules for "good working practice." The "x" in the middle is replaced by the relevant abbreviation for the field of application involved.

H

Herbicide-tolerant plants are resistant to the mechanism of action of a herbicide.

L

LMICs (low- and middle-income countries)

According to the World Bank, these include low- and middle-income economies (low/lower middle/upper middle) with a GNI per capita maximum income ranging from US\$1,036/4,035/to US\$12,535 (based on 2019 figures, calculated according to the World Bank Atlas method).

R

3Rs principle in animal welfare (replace, reduce, refine)

Replace: prior to each project, Bayer checks whether an approved method is available that does not rely on animal studies and then applies it. **Reduce:** in case no alternative method exists, only as many animals are used as are needed to achieve scientifically meaningful results based on statutory requirements. **Refine:** Bayer ensures that animal studies are performed in a way that minimizes any suffering to the animals.

S

Significant locations of operation

A selection of countries that accounted for more than 80% of total Bayer Group sales in 2025 (Argentina, Brazil, Canada, China, France, Germany, India, Italy, Japan, Mexico, Russian Fed., Spain, Switzerland, United Kingdom and the United States).



Masthead

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Sebastian Leins

Email: sebastian.leins@bayer.com

Katja Schulz

Email: katja.schulz@bayer.com

Gudrun Schumann

Email: gudrun.schumann@bayer.com

Bayer on the internet: www.bayer.com

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