



BMO conference

Bayer CropScience presentation at BMO

May 14th 2026



One year ago, we put the 5-year framework in place to strengthen our financial profile, enhance resilience, and unlock growth potential

2030+

Expand beyond the Core



Biological solutions



Biofuel seeds

...

Accelerating by 2027 and beyond

Capitalize pipeline value in Core



Corn S&T



Soy S&T



Other S&T



Core CP

In execution

Strengthen the foundation

Portfolio & R&D

Product supply

GTM & Global functions

Cash

>€3.5bn

Incremental net sales incl. innovation '24-'29¹



Sales



Dynamic Shared Ownership



Margin



Cash Flow

>€1.0bn

Margin improvements '24-'29²

>€1.5bn

Cumulative cash freed from working capital '24-'29³

1. At constant FX 2. Impact on top of DSO efficiency savings and growth effects 3. Cumulative cash impact '24-'29, incrementally on top of cEBITDA effect



Progress update | The execution of our initiatives is on track

Capitalize pipeline value in Core

Corn

✓ PRECEON commercial launch started in EMEA, +150% planted area vs. '25

Soy

✓ Dicamba label in US regained and I2X adoption in Brazil advancing

CP

✓ New AI launches advancing, e.g., Plenexos registrations, Icafolin dossier submissions

Strengthen the foundation

R&D

✓ CP portfolio pruning on track: two AIs divested¹, ~200 margin-dilutive SPGs² to be discontinued (>50% already in phase-out)

✓ Redesigned R&D towards a leaner structure to support crop protection, solid progress on consolidating research at Monheim site

PS

✓ >€600M COGS reduction progressing: >€200M run rate achieved through sourcing and process improvements, with further €400M expected as of 2027 and beyond

✓ Footprint optimization advancing: three smaller sites already divested/closed; activities at AI manufacturing sites incl. closure of Frankfurt progressing as planned

GTM

✓ NA go-to-market approach strengthened, actively driving sales of high-margin products and laying the foundation for corn and soy innovation launches starting 2027

✓ Go-to-market approach in harvest countries further streamlined, with new partner-led approach introduced in four APAC countries and CP development and registration efforts stopped in >10 countries across APAC and EMEA



Impact of 5YF | Implementation of 5YF initiatives visibly support Q1 performance, setting a strong start for FY2026

Q1 supporting FY2026 guidance

- // Q1 performance confirms full year 2026 guidance¹ of 0-3% top-line growth², 20-22% cEBITDA margin:
- // ~€55M YoY COGS savings achieved
- // ~€160M cEBITDA uplift from portfolio mix mgmt.
- // One-time gain from Corteva licensing revenue, partially offset by significant FX headwinds

Sales in €M²

7,580

7,558

cEBITDA in €M

33.7%

39.9%

+456

2,558

3,014

Q1 2025

Q1 2026

Continued focus on executing differentiated platform strategies

Corn: Delivering sustained topline and cEBITDA growth

- // Expand market leadership in NA & LATAM through innovation and focused GTM investments
- // Accelerate geographic expansion in EMEA and APAC



Soy: Stabilizing business performance

- // Return to growth in NA, supported by Dicamba label regain and streamlined seed production
- // Accelerate generation shift to I2X in LATAM



Other S&T: Expanding margins

- // Foster margin improvements in vegetable seeds
- // Further gain market share in canola and cotton



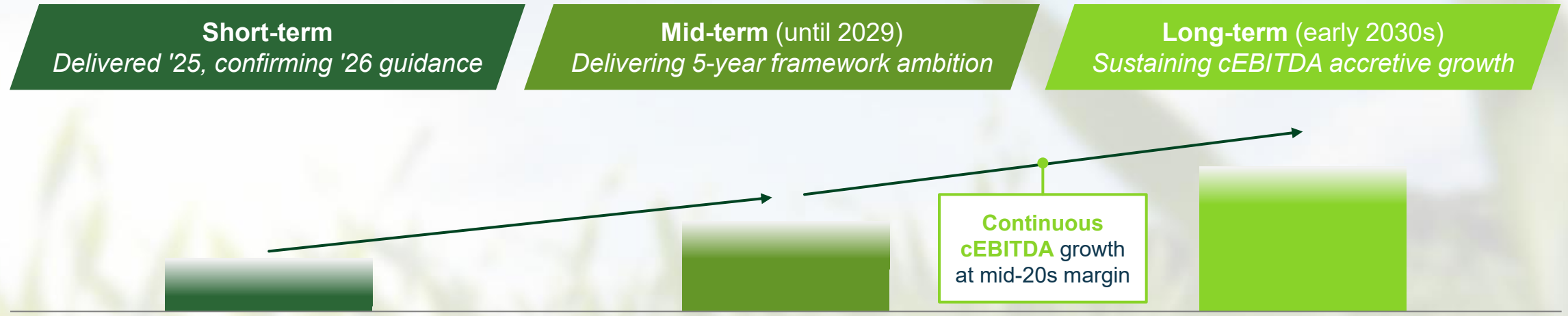
Crop Protection: Progressing turnaround effort

- // Advance on COGS reduction and network streamlining
- // Set up new R&D operating model and sharpen GTM approach












Outlook | We focus on delivering against our short- and mid-term cEBITDA targets, and the launch of innovations for long-term growth



Execute performance management

- // Rigorously execute margin improvement and cash flow measures of our 5-year framework
- // Increase business resilience in uncertain market environment
- // Expand topline through market share gains and geo expansion

Excel innovation launches to grow business

-  // **S&T:** 7 new traits – Corn Preceon Biotech, CRW4, HT5, LEP5; Soy Vyconic & HT5; Cotton Bollgard 4 ThyrvOn HT4
-  // **CP:** 4 new AIs – Convintro, Plenexos, Icafolin, new fungicide
-  // **S&T:** 6 new traits – Soy IP3 / IP4 and HT4/5, Corn LEP4 & HT5
-  // **CP:** 3 new AIs – Plenexos, Icafolin, new fungicide
-  // **S&T:** Increase genetic share through breeding gains
-  // **CP:** Step up LCM in growth and focus markets to differentiate portfolio
-  // **NVP:** Capitalize leading position in biofuel crops and partnerships

Further details on Sept 2nd investor event

