



Crop Science Division Profile

As of June 1, 2026

Health for all,
Hunger for none





Bayer Group

01



Bayer is a life science company and a global leader in health care and nutrition. Our innovative products support efforts to overcome the major challenges presented by a growing and aging global population.

Health for all, Hunger for none



Bayer is a life science company with three divisions

Crop Science

Pharmaceuticals

Consumer Health



/// Crop Science

Innovative seed and trait technologies, effective and sustainable crop protection, digital solutions, regenerative cropping systems

/// Pharmaceuticals

Prescription products for cardiology, women's healthcare, oncology, hematology, ophthalmology, radiology and other areas

/// Consumer Health

Non-prescription medicine in the categories of nutritional supplements, allergy, cough and cold, dermatology, pain and cardiovascular risk prevention, and digestive health

Enabling Functions

/// Enabling Functions

Support the operational business



Bayer at a glance

Group key data

3 divisions

- // Crop Science
- // Pharmaceuticals
- // Consumer Health

Represented by
272 consolidated
companies in

80
countries

88.1k
employees worldwide
in 2025*

5.8bn €

investment in R&D
in 2025

45.6bn €

sales
in FY2025



Tackling two of the most
pressing challenges of our time:
health & nutrition



Diverse, international focus
with cross-border and cross-
division **people development**

*Health for all,
Hunger for none*

* As of December 31, 2025; employees in full-time equivalents



Board of Management



Heike Prinz*
Human Resources

Stefan Oelrich
Pharmaceuticals

Judith Hartmann
Finance

Bill Anderson
Chairman

Rodrigo Santos
Crop Science

Julio Triana
Consumer Health

* Labor Director



Bayer employs people from around 150 nations

Our success is based to a large extent on the knowledge and commitment of our employees

88,100 employees*

38,100 **18,700** **19,200** **12,000**

Europe /
Middle East /
Africa

North
America

Asia /
Pacific

Latin
America

of which
Germany

18,700

* As of December 31, 2025; in full-time equivalents; figures rounded to the nearest hundred

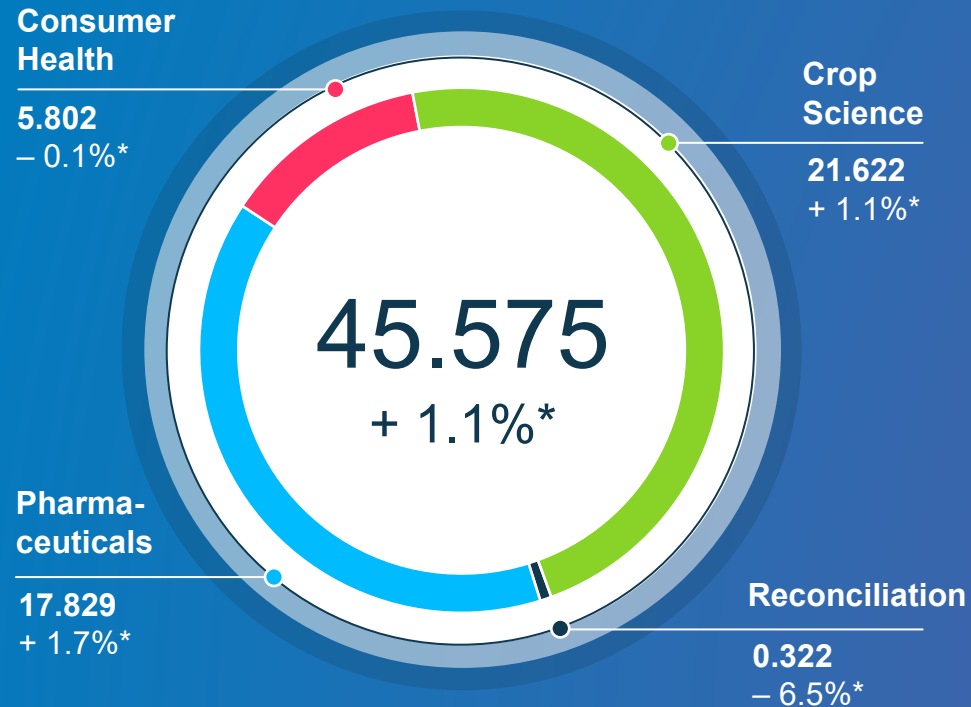




Key data fiscal 2025

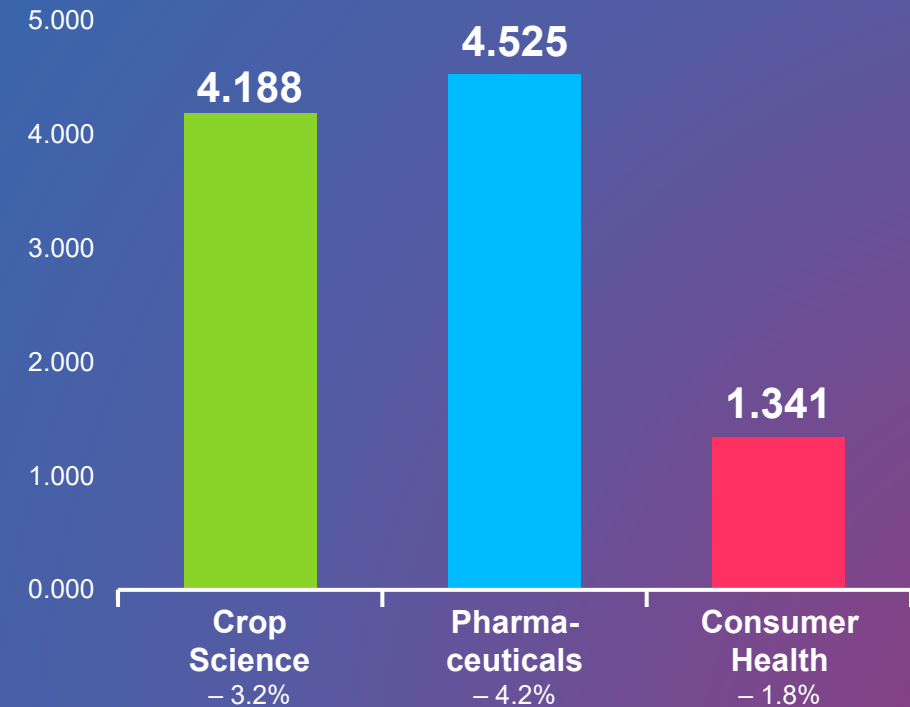
Group by division in billion €

Sales



* Year-on-year change currency- and portfolio-adjusted

EBITDA





Crop Science

022



Crop Science



Farmers around the world need innovative solutions that increase yields, restore natural resources and help address climate change. “

Rodrigo Santos
President, Crop Science

 **€21.6bn**
sales in FY 2025

 **€2.0bn**
investment in R&D in 2025

 **31.7k**
employees worldwide in 2025*

 **Headquarters**
Monheim,
Germany

* As of December 31, 2025, employees in full-time equivalents



Our vision aspires to address global challenges at scale

Produce **50% More.**



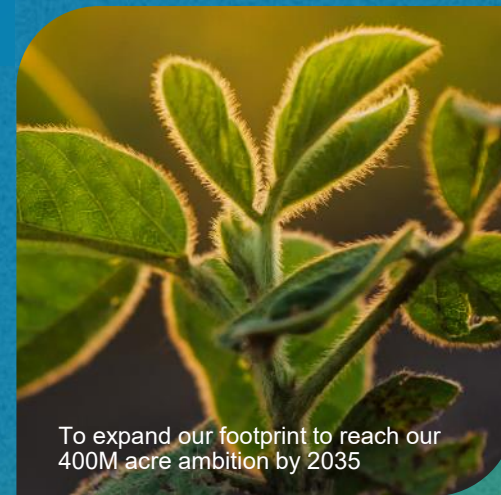
Required increase by 2050 to feed the world (FAO data)

Restore Nature.



To meet our 2030 sustainability commitments

Scale Regenerative Ag.



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

**Sustainability
Targets¹**

30%

Reduction in GHG emissions per kg of crops produced

30%

Reduction in crop protection impact on the environment

25%

Increase in water productivity by transforming rice cropping

100m

Empower 100m smallholder farmers

Powered by **innovation & digital**, supported by **sustainable use** and **operational excellence (DSO)**, the vision is complemented by our sustainability efforts for Bayer's own operations

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



Crop Science operates in four global regions

North America,
Australia &
New Zealand

St. Louis

Europe,
Middle East &
Africa

Global HQ Monheim

Basel

Asia

Singapore

Sao Paulo

Latin America

**Share of Sales
by Region**

(Total Sales:
€21.6bn in 2025)

NA/ANZ

LATAM

EMEA

Asia



Crop Science Leadership Team



Rodrigo Santos
President Crop Science



Bryan Hurley
Communications



Mike Graham
Research & Development



Fabrice Houdebert
Europe, Africa & Middle East



Sascha Israel
Product Supply



Brian Naber
North America + ANZ



Malu Nachreiner
Asia



Alex Buschermöhle
Digital & IT



Jacqueline Pelous
Human Resources



Guru Ramamurthy
Finance



Mauricio Rodrigues
Latin America



Stacey Stater
Law, Patents & Compliance



Frank Terhorst
Strategy & Sustainability



Jeremy Williams
Climate LLC, Digital Farming &
Commercial Ecosystems



A global leader in agriculture

We are essential for food security, contributing ~20% of inputs into Global Ag Market

Global Market Positions

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

Key Brands

CROP PROTECTION



SEEDS & TRAITS



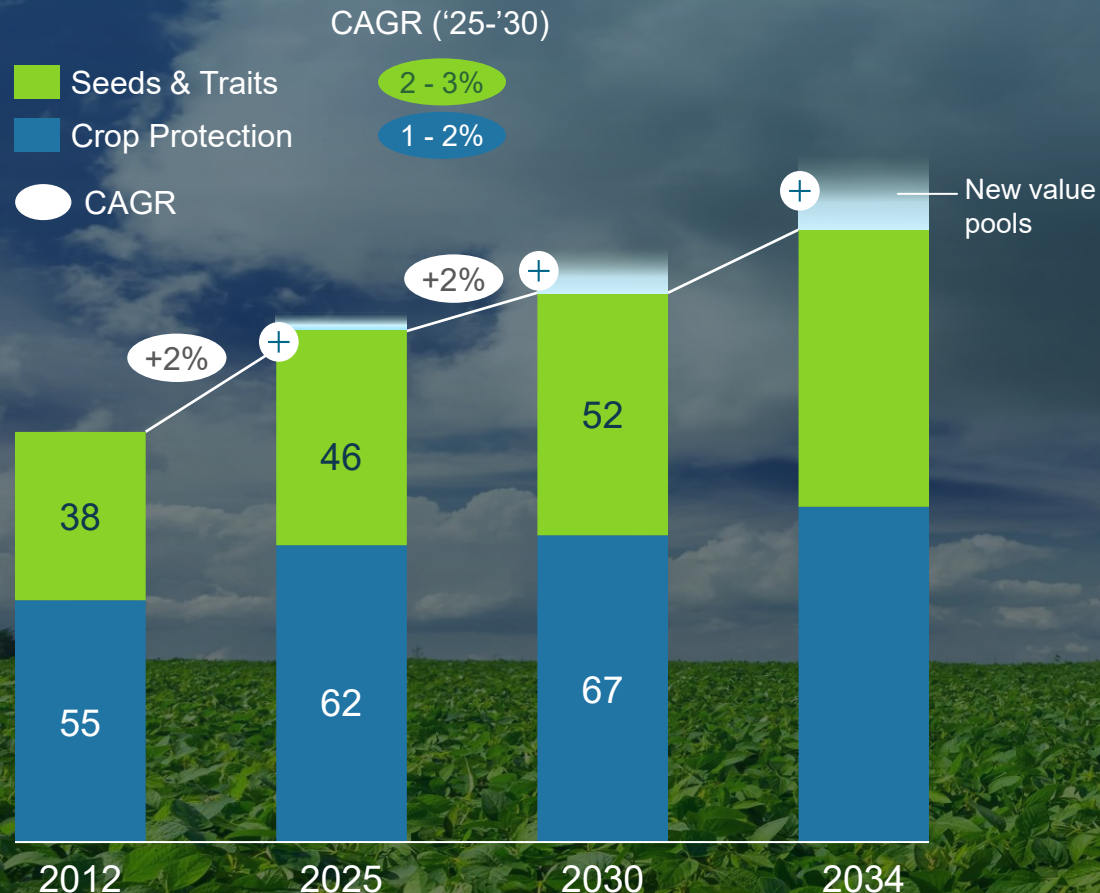
DIGITAL





Differentiated leading position in a solid growth market

Global S&T and CP market in €bn



Source: AgbioInvestor and internal assessment

/// Bayer /// Crop Science Divisional Profile 2026

Our key differentiators

- > **#1 player in the market**, with leading positions across **core platforms**
- > Unmatched **innovation engine**, driving transformative R&D pipeline
- > **Go-to-market model** with largest reach across key markets
- > Unique position to succeed in **new value pools beyond the core**



Our crop system solution approach drives regenerative outcomes

Positioned to provide and scale digitally-enabled regenerative crop system solutions





Extending our leadership position through our pipeline

>€32bn peak sales potential; ten blockbusters expected to launch in next decade

Our innovation pipeline¹

S&T CP

Recent launches

2027

2028

2029+

newgold[®]

Plenexos

INTACTA²
XTEND

STRYAX[™]
DICAMBA HERBICIDE

PREC[®]EON[™]
SMART CORN SYSTEM
Breeding

SmartStax[®] PRO
RIB COMPLETE[™]

Fox[®]
Xpro
Cipton DELARO

iblon[®]
TECHNOLOGY

PREC[®]EON[™]
SMART CORN SYSTEM
Biotech

In collaboration
with BASF[®]
We create chemistry

VYCONIC[™]²

Icafolin

INTACTA⁵+

Corn CRW4

New FUN

Soy HT5

Soy IP4

Corn HT5

Corn LEP4/5

+ S&T crop & geo expansions, new hybrids, and varietal launches

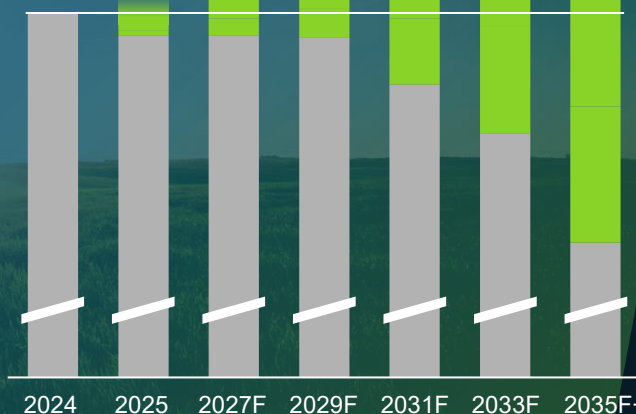
+ CP formulation innovations and lifecycle management

+ Innovations and novel solutions in new value pools

>€32bn Peak Sales Potential³

Net sales until 2035+

Indicative



Net sales from innovations⁴

Net sales from existing product portfolio

1. Anticipated timing and pending regulatory approvals 2. Please follow www.roundupreadyxtend.com/pages/xtendimax-updates.aspx for status updates. Dicamba may harm crops that are not tolerant to dicamba 3. Represents non-risk adjusted estimated peak sales for the combined breeding, biotech, and crop protection pipelines, as well as new business models and new value pools; ~70% of PSP from blockbusters launched until 2029 will be realized in 2030+; additional upside opportunities include direct seeded rice, corn biotech traits in new markets in Asia & Africa, biologicals, and carbon farming

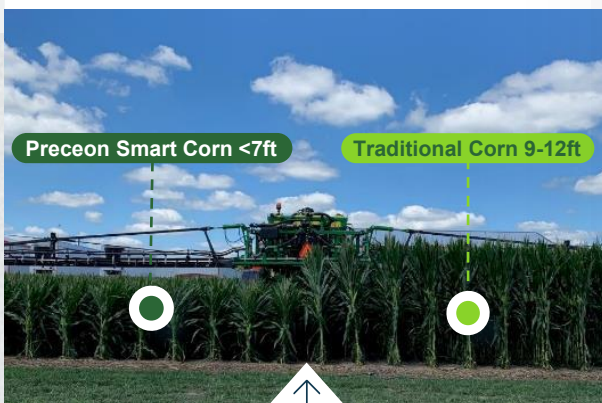
4. Expected net sales generated from innovations, including incremental growth sales and replacement/refresh sales which replace prior generation sales



Blockbuster technologies for system solutions advancing

Plenexos launched; another nine blockbuster product launches anticipated in next decade

PREC/EON™
SMART CORN SYSTEM



Preceon Smart Corn <7ft

Traditional Corn 9-12ft

Phase IV ★

Biotech Trait in collaboration with



2024

Commercial introduction of breeding version in NA

2027

Biotech Introduction

>€1.5bn

Peak Sales Potential¹



INTACTA 5+

4th Gen Soybean
Herbicide Tolerance

3rd Gen Soybean
Insect Protection



Phase IV ★

2027

intro in NA

Phase IV ★

2028

intro in LATAM

>€3bn Peak Sales Potential

Icafolin

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



Glyphosate Only

Mix Partner + new Herbicide

Phase IV

2028

intro in Brazil

>€750m Peak Sales Potential

Next Gen Corn Insect Traits

4th Generation Corn Rootworm
4th and 5th Generation LEP



4th Gen Corn Rootworm

Phase IV

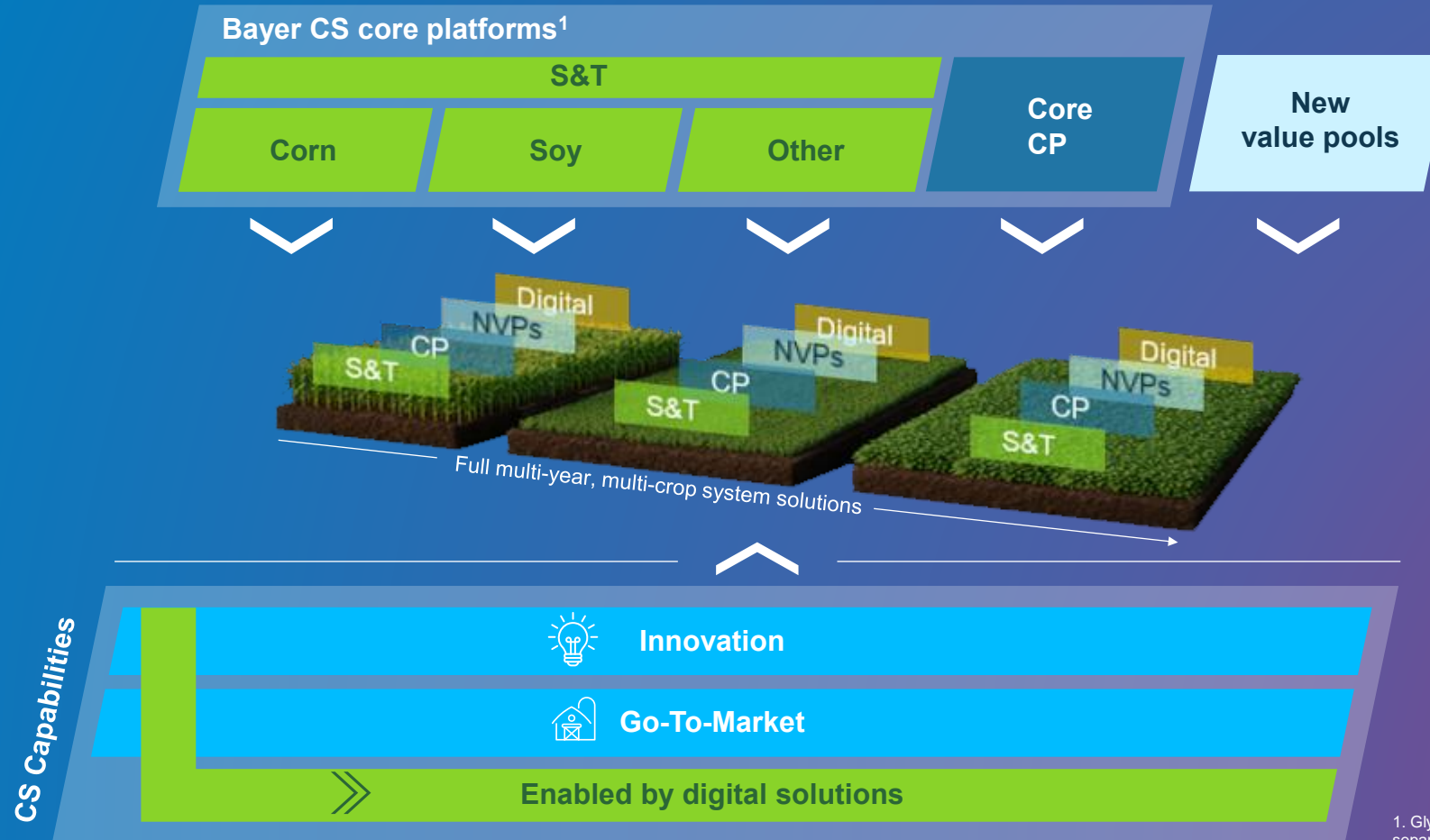
2028+

introductions

>€1bn Peak Sales Potential



Holistic Crop System Solution Approach to Deliver Regenerative Outcomes



1. Glyphosate not included in Core as it will be steered separately from core platforms

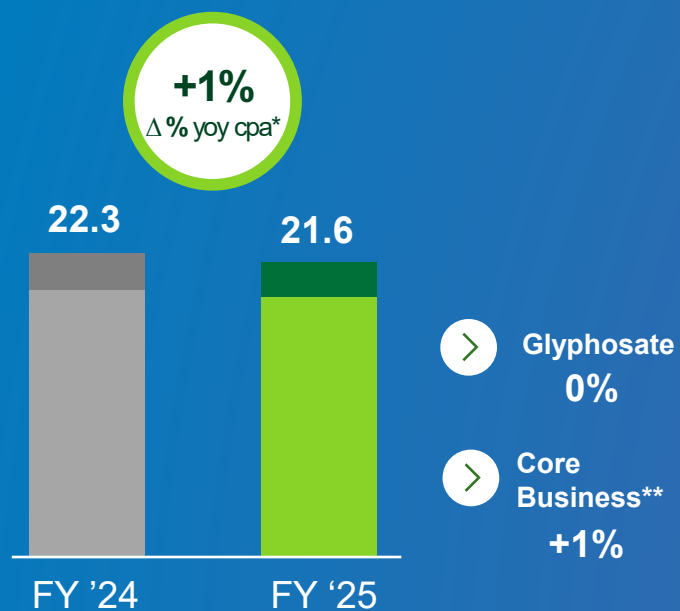


Crop Science Results 2025

Key data fiscal 2025 in billion €

Net Sales

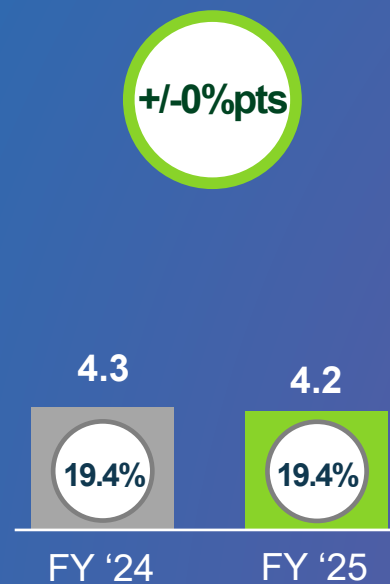
FY 2025, bn€



FY Guidance: -2% – +2%

cEBITDA

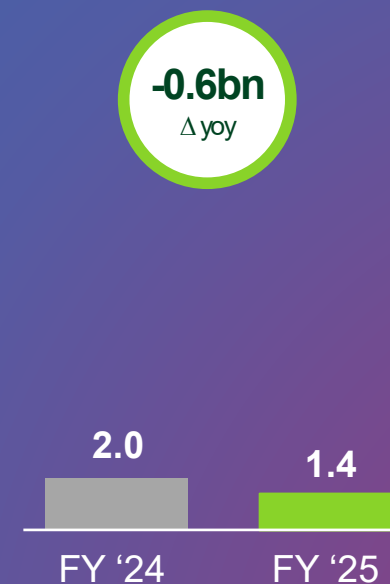
FY 2025, bn€



FY Guidance: 18% – 20%

FOCF

FY 2025, bn€, excl. settlements



* currency and portfolio adjusted

** 'Core Business' refers to Crop Science business excl. Glyphosate-based herbicides



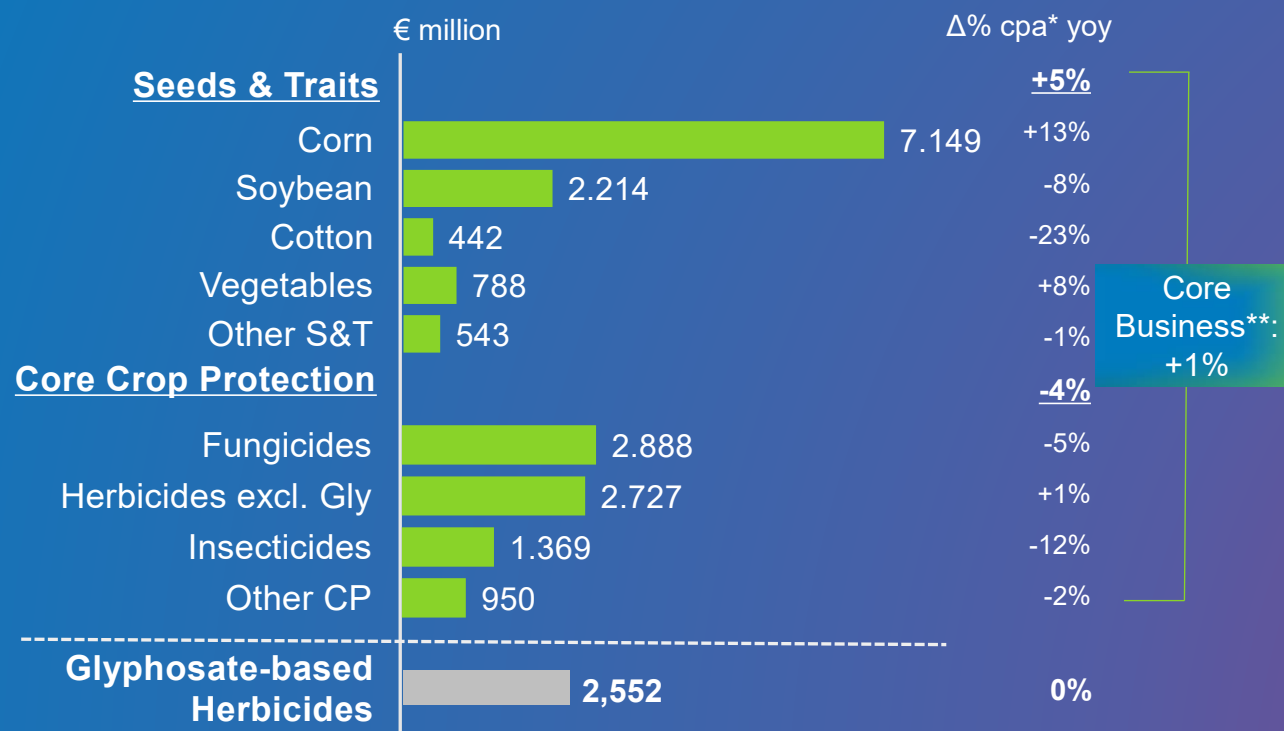


Performance by Strategic Business Entity and Category

Crop Science full year 2025

Performance by Strategic Business Entity

in million €



* currency and portfolio adjusted

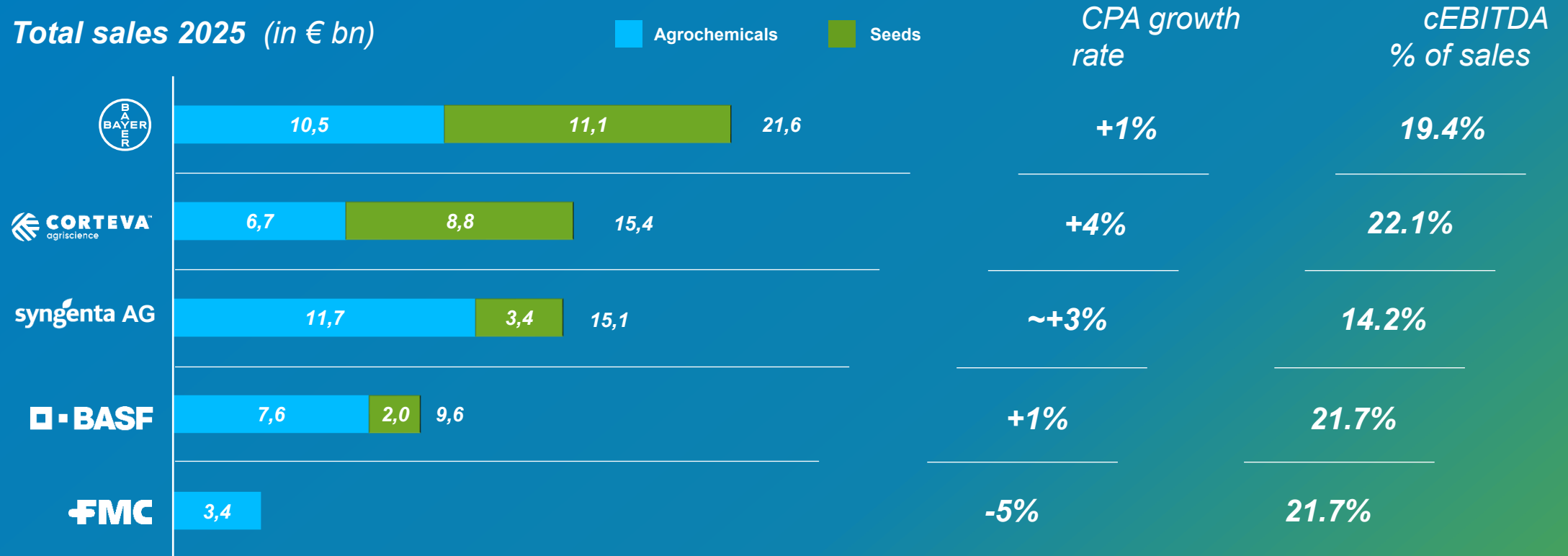
** 'Core Business' refers to Crop Science business excl. Glyphosate-based herbicides

*** Internal reporting structure

***** 'Other' includes global & non-commercial business



Competitor overview



Source: Company publications



We put a 5-year framework in place to strengthen our financial profile, enhance our resilience, and unlock our 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

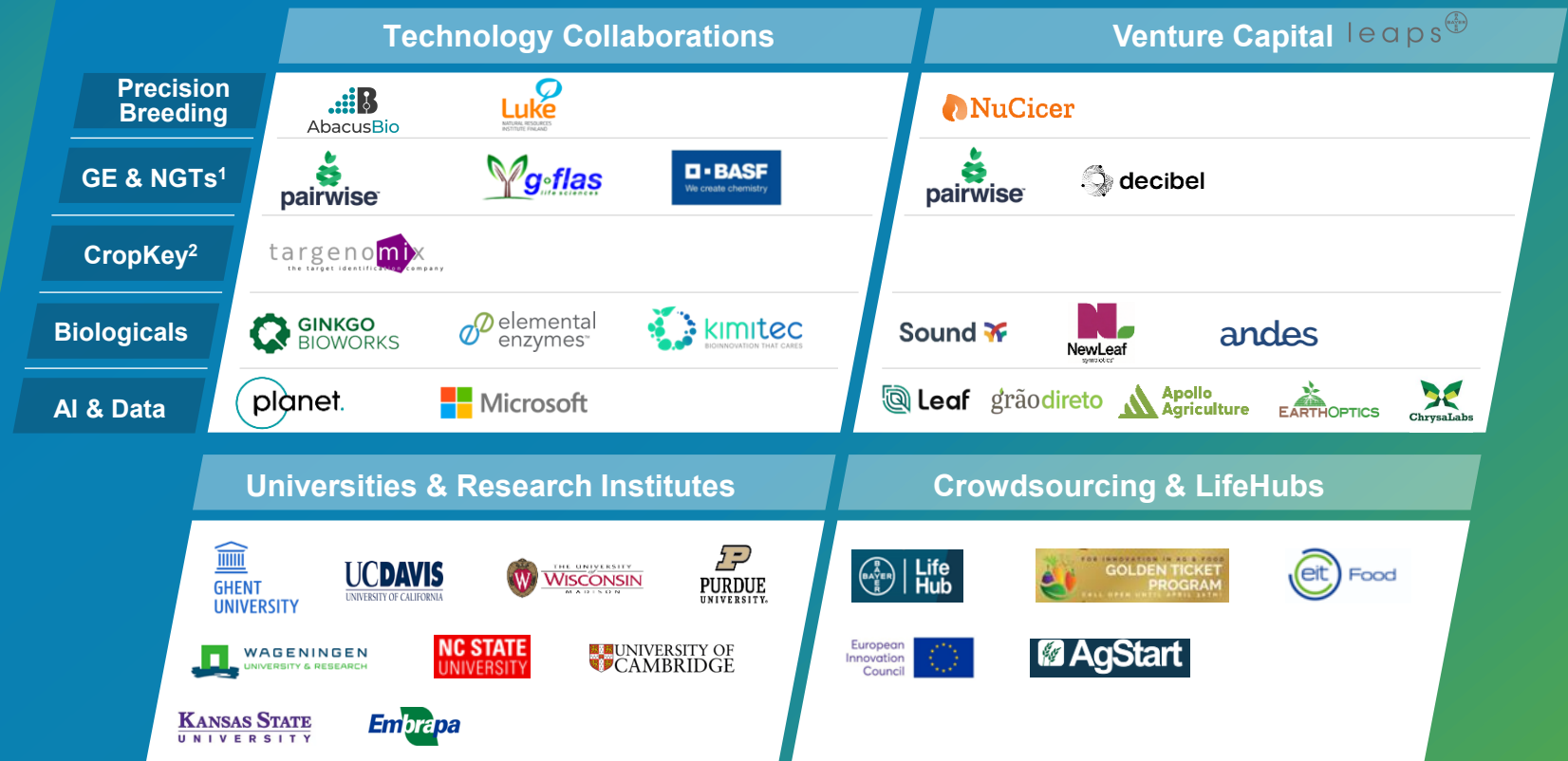


Complementing the world's leading R&D organization with breakthrough external innovation and partnerships

Overview of key Bayer initiatives enabling open innovation

Building the industry's
leading R&D pipeline informed by AI.

'Open Innovation' Model in Place to Ensure Access to External Innovation



¹ GE = Gene Editing and NGT = New Genomic Techniques

² CropKey = Bayer's novel crop protection development platform for agricultural chemistries



Leaps by Bayer exists to solve ten of the biggest challenges in health and agriculture

Overview of selected Leaps by Bayer portfolio companies per agriculture Leap



Leap 03/ Reduce environmental impact of agriculture

Sound

CoverCress

EARTHOPTICS

PIVOT BIO

andes

one.bio

FORK&GOOD

ChrysaLabs

Leap 07 / Provide next-generation healthy crops

pairwise

NuCicer

ukko

Leap 08/ Secure the livelihood of farmers

Leaf

grãodireto

Apollo Agriculture

Leap 09/ Prevent crop and food loss

NewLeaf symbiotics

decibel

IBIAC

EcoPhage Natural Crop Protection

Companies shown by primary Leap but may have potential in further Leaps. For additional information on these and other Leaps by Bayer investments, please visit: <https://leaps.bayer.com/>



Culture & Societal Engagement

03



We are committed to diversity and inclusion for everyone

people



Growing diverse talent that belongs and thrives.

Culture



Be You.
Be Bayer.

Partners



Championing partnerships grounded in shared values.

Brand



Creating a better Bayer for a better world.

Business Resource Groups (BRGs) are a vital part of Bayer. Our global BRGs include:



A Bayer Resource Group for People of Black/African Descent & Allies



Bayer Resources for LGBTQ+ and Allies



Diverse Abilities



Advocating for Women's Advancement

GROW



MERGE

Multigenerational Employee Resource Group Exchange



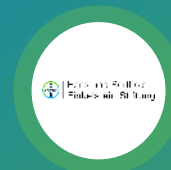
Tackling our societal challenges together

Societal Engagement at Bayer



Our social engagement takes the form of monetary contributions, product donations, our Foundation activities and corporate volunteering.

As a company and through our corporate foundations, we collaborate with international and local organizations, including recognized **NGOs**, social enterprises, and **UN entities**, to promote science and social innovations in the areas of health, food security, and the environment. Additionally, we are committed to remembrance culture initiatives against all forms of discrimination and to support the strengthening of democracy.





Our employees engage for the good cause

Volunteering at Bayer



Our global volunteering supports employees wanting to give back to their local communities by providing paid time off to support the Bayer vision.

We Bayer provides an online portal where employees can either find events or even create their own and invite other colleagues to join.

We aim to recognize, praise, and further foster the efforts of numerous Bayer employees worldwide, who voluntarily dedicate their time and talents to honorable causes, such as helping others in need or preserving the natural resources of our planet.



Health for all, Hunger for none



bayer.com

Thank you!



Forward-Looking Statements

This presentation may contain forward-looking statements based on current assumptions and forecasts made by Bayer management. Various known and unknown risks, uncertainties and other factors could lead to material differences between the actual future results, financial situation, development or performance of the company and the estimates given here. These factors include those discussed in Bayer's public reports which are available on the Bayer website at www.bayer.com. The company assumes no liability whatsoever to update these forward-looking statements or to conform them to future events or developments.

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