--- This concise overview should always be read alongside the full disclosures in Bayer's Annual Report 2025 and Impact Report 2025 ---

Responsible Investor Compendium
June 2026

Sustainability at Bayer

Content

Cautionary Statements Regarding Forward-Looking Information

This presentation may contain forward-looking statements based on current assumptions and forecasts made by Bayer management.

Various known and unknown risks, uncertainties and other factors could lead to material differences between the actual future results, financial situation, development or performance of the company and the estimates given here. These factors include those discussed in Bayer's public reports which are available on the Bayer website at

http://www.bayer.com/

The company assumes no liability whatsoever to update these forward-looking statements or to conform them to future events or developments.

Content Overview

With this compendium we intend to give an overview about sustainability at Bayer. The topic selection builds on the engagements with our responsible investors on topics of interest and concern and is based on existing reporting.

Strategic Overview

- What is Bayer's sustainability ambition and strategic direction?
- What are Bayer's key sustainability targets and progress?
- How do Bayer's initiatives translate into externally recognized ESG performance and ratings?

Bayer's
Sustainability Reports

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[1]

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**

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

Our Business Areas and Value Chains

We deliver solutions for consumers and patients as well as farming customers and further value chains

Working in a Dynamic Global Environment

Global pressures underpin our mission and the need for innovation

Megatrends through 2050

Aging population

People 60+ more than doubling[1]

>20% of total population [1]

Growing population

+2.2bn

People [1]

+50%

more food and feed required to meet growing demand [2]

Pressure on ecosystems

-17%

Harvest losses from climate change [3]

-20%

Significant loss in arable land per capita [4]

Changing environment for global business

Geopolitical power shift

// Fragmentation of global order; rising multipolar competition
// Shifting influence toward countries with high population and high growth potential
// Authority and effectiveness of multilateral institutions questioned and contested

Planetary boundaries

// Climate change and planetary boundaries are altering the economic paradigm
// Companies focus innovation and resilience on efficient use or disruption of scarce resources
// Political competition on resources is increasing

Convergence of AI, Biology & Chemistry

// Accelerated innovation at the intersection of science and digital
// Opportunity to leverage our potential in agriculture and health spaces with breakthrough platforms

1 UNDESA 2017 (United Nations Department of Economic and Social Affairs, Population Division (2017). World Population Prospects: The 2017 Revision); 2 FAO 2017, (FAO Global Perspective Studies); 3 Nelson et. al, (2014); FAO 2016 "Climate change and food security"; 4 FAOSTAT (accessed Oct 30, 2018) for 1961-2016 data on land, FAO 2012 for 2030 and 2050 data on land, and UNDEDA 2017: World Population Prospects for world population data

Sustainability is Core to our Businesses

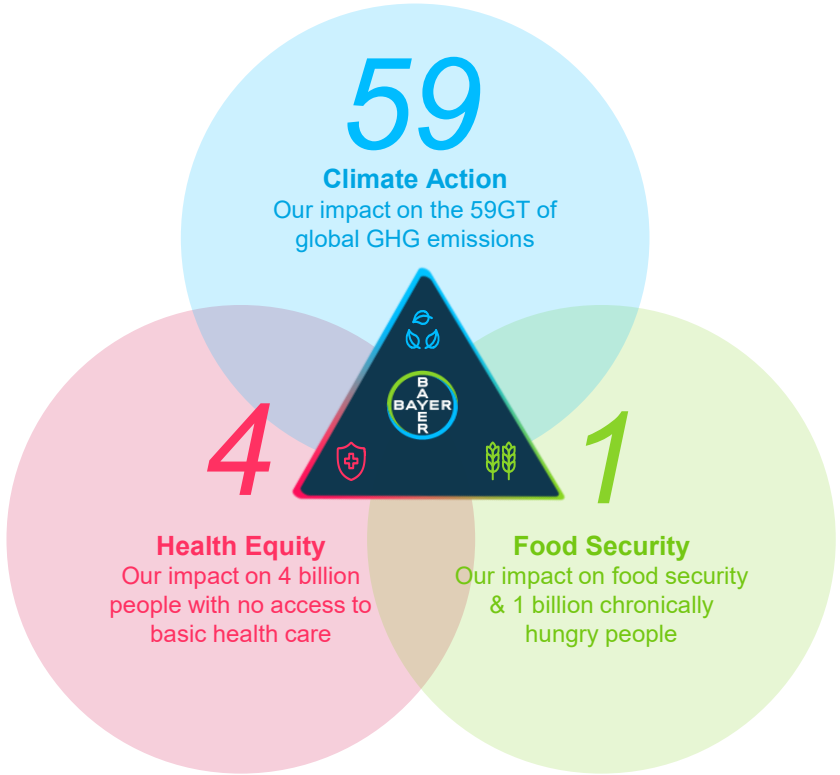
As a global leader in healthcare and nutrition, we are systemically relevant

Our *Mission & Visions*

Health for All, Hunger for None.

- Produce 50% More. Restore Nature. Scale Regenerative Ag.
- Treat the Untreatable. Cure Disease. Offer Hope.
- Help billions People to Live Healthier Lives with most Trusted Self-Care Solutions.

Our *Areas of Impact*



UN SDGs** on which we have the **greatest impact through our business

Contributing to Addressing Global Challenges

Impact on people and planet, and our concrete targets through 2030[1]

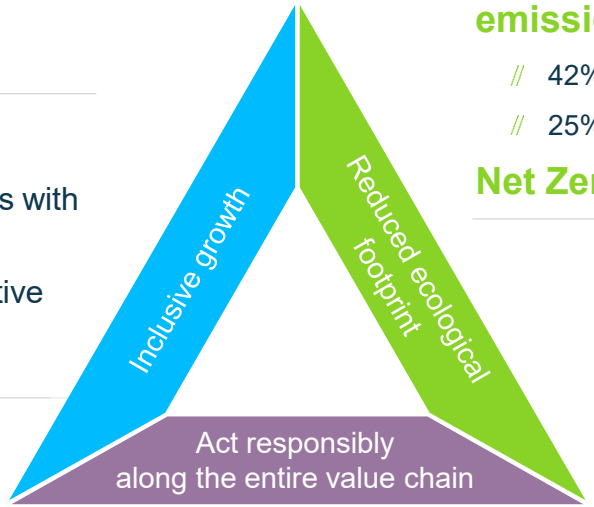
*Help more **People** thrive*

Food Security:
Support 100m smallholder farmers in LMICs[2]

Access to Health:
Support 100m people in underserved[3] communities with self care interventions

Increase availability and affordability of our innovative pharmaceuticals' products in LMICs[2]

Women's Empowerment:
Fulfill the need of 100m women in LMICs[2] for modern contraception



*Decrease **Ecological** footprint*

Climate neutrality[4] in own operations and reduced emissions in our supply chain

- 42% reduction target[5] for Scope 1 & 2
- 25% reduction target[5] for relevant Scope 3 categories

SCIENCE BASED TARGETS

Net Zero emission target by 2050 or earlier

-30 % environmental impact of our global crop protection portfolio[6]

Enable our farming customers to **reduce their on-field GHG emissions by 30%** per mass unit of crop produced[7]

Support our smallholder customers to **increase water productivity by 25%**[8]

Reduce water withdrawals of our Pharmaceuticals and Consumer Health divisions **by 20%**[9]

Transition all Consumer Health products to **100% recycle-ready packaging**[10]

For details on commitments, methodology and progress, please refer to the Sustainability Statement in Bayer's Annual Report 2025 and to Bayer's 2025 Impact Report. 1 The respective target year is 2030 unless specified otherwise; 2 LMIC: low and middle income countries - all countries included in the World Bank list as per 1 July 2019; 3 Underserved: economically or medically; 4 By 2030, the remaining greenhouse gas emissions of our own operations will be fully offset by purchasing certificates from verified climate protection projects, especially in the areas of forest conservation and agriculture; 5 By 2029 against a 2019 base year; 6 Treated-area-weighted environmental impact per hectare of Bayer's global crop protection portfolio against a 2014–2018 average baseline; 7 compared to the overall base years emission intensity in 2021 or 2022. This applies to the highest greenhouse gas emitting crop systems in the regions Bayer serves with its products; 8 against a 2019–2021 average baseline by transforming rice cropping in the relevant geographies where Bayer operates, starting in India. Water productivity is defined as kg of crop yield per volume of water used (kg/m3); 9 related to a 2024 baseline; weighted by the water stress and the own share of the respective regions' total withdrawal ; 10 Where safety permits and regulations allow

Delivering Impact Through Sustainability – Selected Highlights 2025

Focus on execution

53m smallholder farmers in LMICs with **our products and services**[1]

68m women in LMIC with **modern contraception**[1]

82m people in underserved communities with **self-care**[1]

10% reduction of our Pharmaceuticals and Consumer Health divisions **water withdrawals**[2]

1% increase in the water productivity of our smallholder customers across the target rice-growing states in India[3]

26% Scope 1 & 2 emissions reduction[1]

51% purchased electricity from renewables

12% Scope 3 emissions reduction[1]

20% reduction of our overall farming customers on-field GHG intensity[4]

14% reduction in our **crop protection environmental impact**[5]

Launches of innovative solutions e.g., insecticide Plenexos; Lynkuet (elinzanetant) to address vasomotor symptoms; first-of-its-kind PVC-free mono-PET blister packaging

// Best **ESG Ratings** profile in company history across various agencies, including MSCI, ISS ESG, and Sustainalytics

// Well-proven **Reporting** setup with Sustainability Statement in line with ESRS and complementary Impact Report

For details on commitments, methodology and progress, please refer to the Sustainability Statement in Bayer's Annual Report 2025 and to Bayer's 2025 Impact Report.
1 Compared to the 2019 baseline; 2 Water withdrawals, weighted by water stress and the own share of the region's total withdrawal against the 2024 baseline; 3 Water productivity as kilograms of crop yield per volume of water used (kg/m³) based on the data collected for the year 2024, against the 2019–2021 baseline; 4 Against the overall weighted base-year greenhouse gas intensity of 726 kilograms CO_2e per metric ton of crop produced in the base years 2021 or 2022, depending on the crop-country combination. Reduction based on the data collected for harvest years 2024 or 2025; 5 Reported reduction of the treated-area-weighted environmental impact per hectare of Bayer's global crop protection portfolio against a 2014–2018 average baseline, based on the data collected between 2020 and 2024.

Considerable Progress in Our Sustainability Journey

From foundations to measurable impact – selected milestones

Strengthening the basis to become an *impact generator*

2019

- New sustainability targets to increase access to our products and to reduce our environmental footprint
- Raising the bar in transparency initiative
- Implementation of BASE principles

2020

- Launch of „Health for all, hunger for none“
- CEO takes role as CSO
- Climate Targets in line with SBTi
- Onboarding of external Sustainability Council

2021

- Sustainability targets with a 20% weigthing in LTI as of 2021
- New position of Human Rights Officer
- ISS ESG red flag assessment removed

2022

- New ESG Comittee in the Supervisory Board
- MSCI red flag assessment removed

Execution and refinement to further drive *impact & business*

2023

- New water strategy
- Our vision of regenerative agriculture
- Opened Cutting-edge production facility for modern contraception in Turku, Finland
- Extension of Nutrient Gap Initiative as one Bayer program

2024

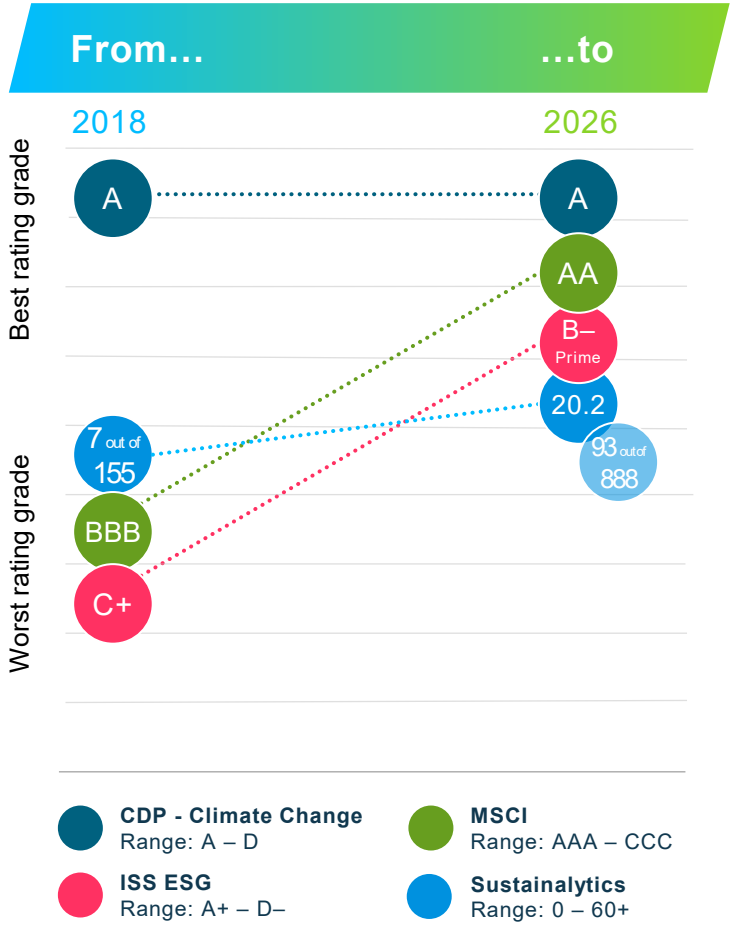
- Our investigational cell therapy in Parkinson’s disease is advancing to Phase III
- Introduction of our Climate Transition and Transformation Plan
- Update and revalidation of our climate targets by SBTi
- Launch of Global Health Unit

2025

- Sustainalytics red flag assessment removed
- Top ESG ratings results
- Launch of our new low-dose insecticide Plenexos™ in Colombia
- Sustainability commitments reaffirmed by the Board of Management

Our Path to Top ESG Ratings Results

From mediocre in 2018 to on par or above industry peers in 2025/26



	Institution / Agency	Latest Score	Year[1]	△	Explanatory information
Major ESG Ratings	MSCI	AA	2025	▲	Upgraded to AA level ⚑ (GMO) removed in 2022
	SUSTAINALYTICS	20.2 (medium)	2025	▲	Strong improvement, far above subindustry average ⚑ (Glyphosate litigation) removed in 2025
	ISS ESG	B-	2025	▲	"Prime Status" confirmed, improved scoring ⚑ (Neonics) removed in 2021
Other indices and assessments	CDP DISCLOSURE INSIGHT ACTION	Climate: A Water: A Forests: B	2024	▲ ▶ ▲	Strong performance in all 3 categories; improvement in Climate and Water from A- to A
	ecovadis Business Sustainability Ratings	78 / 100	2025	▲	Top 2% of all evaluated companies in sub-sector
	access to medicine FOUNDATION	3.36 / 5 => #10 (Rank 1: 3.78)	2024	▶	Bayer continues to be part of Top 10 (out of 20)
	World Benchmarking Alliance	#1, score: 61.2/100 - Food and Agriculture Benchmark	2025	▶	Bayer with leadership status among its industry peers

1 Year of latest rating/scoring publication

Our View Ahead

2030 and beyond

- **We keep on** being guided by
  - Science, including IPCC, IPBES, and the concept of planetary boundaries,
  - The UNFCCC, including the Paris agreement,
  - The UN SDGs, and related developments
- **We will continue** to integrate sustainability into our business strategy and aim to grow by solving sustainability-related challenges
- **Looking beyond 2030**, our current thinking focuses on five spaces: mitigation, adaptation, nature, nutrition, and access

IPCC: Intergovernmental Panel on Climate Change
IPBES: Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services
UNFCCC: United Nations Framework Convention on Climate Change
UN SDGs: United Nations Sustainable Development Goals

ESG – Group-level Overview

- **How is sustainability governed at Bayer?**
- **What are Bayer's overarching environmental, social, and governance priorities and targets?**
- **How does Bayer manage these ESG topics from a group-level perspective and what is the latest progress?**

Sustainability: Firmly Anchored in Our Governance

Ensuring sustainable execution and advancement

Integrated Governance Framework

Organizational Setup

- CEO as Chief Sustainability Officer
- Sustainability functions on Corporate and divisional level
- Sustainability Enablement Forum

Independent Oversight

- Supervisory Board ESG & Audit Committees
- Sustainability Council & Bioethics Council
- External & Internal Audits

Integrated Processes

- Ongoing process integration based on strong code of conduct
- Risk Management and Compliance with overarching processes
- Sustainability targets included in Compensation

Reporting & Transparency

- Reporting acc. to relevant standards, incl. CSRD/ESRS & SASB
- Topic specific transparency initiatives
- Publicly available Group Positions

Bayer Societal Engagement (BASE) principles guide our interactions with stakeholders

Bayer‘s Supervisory Board

Ensuring effective ESG and sustainability governance

Duties and Committees from a sustainability angle

// In general, the **Supervisory Board** is directly involved in decisions on matters of fundamental importance to the company, regularly conferring with the Board of Management on the company’s strategy; two committees with dedicated sustainability-related roles

Composition as of December 31, 2025

// 20 nonexecutive members (50% shareholder and 50% employee representatives → German Codetermination Act)

// Several members with international experience or background

// 45% of the members are male and 55% female

// Ensuring a balanced composition with a skills-based refreshment strategy aligned with Bayer’s strategic priorities while maintaining stability and adhering to our governance guidelines

Competencies in terms of sustainability

// 6 shareholder and 1 employee representatives with competencies in the area of “Sustainability/Climate protection”[1]

// Extensive training program, e.g. in 2025 on the sustainability matters of climate change and human rights

// **Audit Committee:** examines and monitors financial reporting, the effectiveness and appropriateness of the internal control system and the risk management system, the effectiveness of the internal audit system, the compliance system and the audit of the financial statements

// **ESG Committee:** supports the full Board in the oversight of the Board of Management as regards integrating sustainability into the business strategy and conduct, as well as regarding sustainability-related risks and opportunities, including possible consequences for the company’s reputation

	Ertharin Cousin (Chair)	Colleen. A Goggins	Norbert Winkeljohann	Kimberly Mathisen
Stockholder representatives				
	Yasmin Fahimi	**Heike Hausfeld**	**Claudia Schade**	**Andre van Broich**
Employee representatives				

1 Based on self-assessment as reported in the Annual Report 2025, pages 105f.

Bayer's Sustainability Council

Supporting our sustainability strategy

Outcome focused multi-level engagement

// Advisory role to Bayer on sustainability topics

// Expanding support to include operational teams alongside strategic focus

// Leveraging the Council's external perspective, networks, and expertise, to further integrate sustainability into our business models and ways of working

Prof. Dr. Ashok Gulati
// Professor of Agricultural Economics at the Indian Council for Research on International Economic Relations (ICRIER)

Carolyn Miles
// **Council Chair**, Gender Equality Advocate, Professor, and former CEO of Save the Children USA

Prof. Dr. Christian Klein
// Professor of Sustainable Finance at the University of Kassel

Cori Wittman Stitt
// CEO of Wittman Farms, specialized in sustainable farming

Dr. Christine Daugherty
// Chief Sustainability Officer at Conagra Brands

Dante Pesce-Gonzalez
// Global Expert on Business and Human Rights, Founder/ Chairperson of Vincular-Center Foundation

Facundo Etchebehere
// **Council Vice Chair**, Co-founder of "Ambition Loop", Sustainability and Public Affairs Leader

Katherine Pickus
// Chief Sustainability Officer at ADM

Lisa Lange
// Associate Director of ESG Engagement and Stewardship at EOS, Federated Hermes Limited

Dr. Philipp Roesler
// CEO of Consessor Ag, former German Vice-Chancellor and Federal Minister

H.E. Toyin Saraki
// Founder of the Wellbeing Foundation Africa, advocate for mothers' and newborns' rights and health

Bayer's Bioethics Council

Supporting on bioethical topics

Bayer's Bioethical Principles

- Consulting on evolving societal expectations and bioethical standards
- Providing guidance on reviewing policies and evaluating potential ethical concerns
- Supporting ethics training and educational formats
- Having expertise in:
  - Health policy, Health Care Law, Medical ethics
  - Food Systems, Agriculture
  - Synthetic Biology, Biotechnology
  - AI and Data Privacy
  - Animal Welfare

Yali Cong
- Professor at Peking University Health Science Center in the Center for Ethics and Law

Carolina Aguerre
- Professor of Humanities and Social Sciences, Universidad Católica del Uruguay

I. Glenn Cohen
- Professor of Law and Faculty Director, Petrie-Flom Center for Health Law Policy, Biotechnology & Bioethics, Harvard Law School

Gry Hasselbalch
- PhD. Independent Scholar

Insoo Hyun
- Director of the Center for Life Sciences and Public Learning, Boston Museum of Science

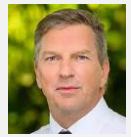
Andreas Kurtz
- Head of the Human Pluripotent Stem Cell Registry (hPSCreg, former European Human Embryonic Stem Cell Registry)

Kate Millar
- Director of the Centre for Applied Bioethics (CAB) and Professor of Applied Bioethics and Technology Assessment, University of Nottingham, UK.

Jonathan D. Moreno
- Professor of Medical Ethics & Health Policy and History & Sociology of Science at the University of Pennsylvania

Anne Muigai
- Professor of Genetics, is the Deputy Vice Chancellor Academic Affairs and Research at the National Defence University-Kenya

Sonny Ramaswamy
- Former President of the Northwest Commission on Colleges and Universities in Redmond, WA, USA



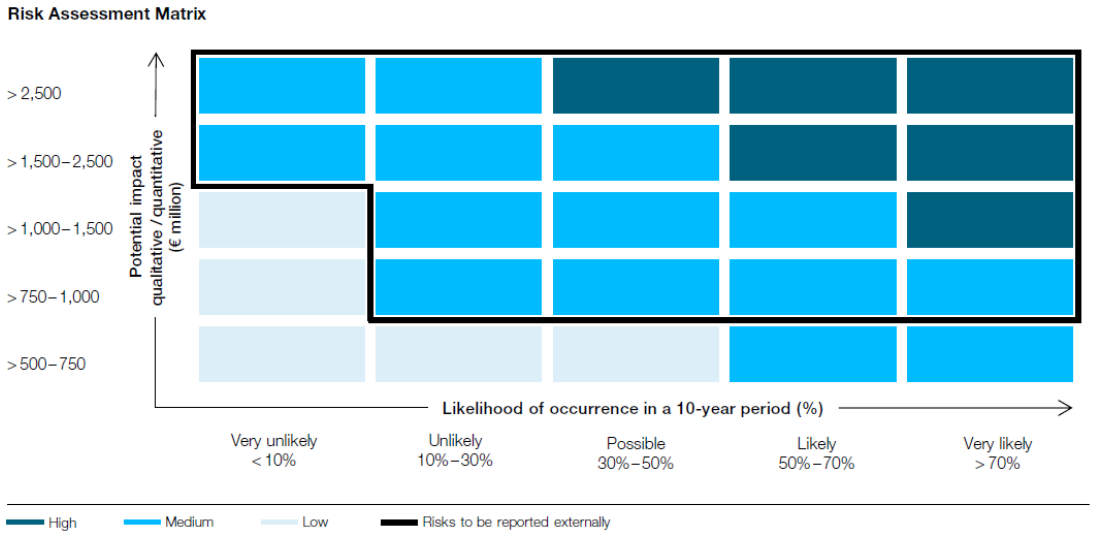
Julian Savulescu
- Chen Su Lan Professor in Medical Ethics at the National University of Singapore

Governing Sustainability-related Risks and Opportunities

ERM processes as the basis for risk management

- // Sustainability-related risks are included comprehensively in our risk management system
- // In the ERM method risks are identified by risk owners in the divisions and enabling functions considering a risk universe, which is regularly updated and includes ESG-related risks amongst others.
- // The findings of the climate scenario analysis are also accounted for in the assessment of the physical and transition risks in our enterprise risk management.
- // As part of our annual planning activities, we identify opportunities by analyzing internal and external factors that may affect our business, including factors of a social, economic or environmental nature.
- // The process for identifying and assessing financial risks and opportunities as part of our double materiality assessment based on ESRS is synchronized with the ERM method.

Risk Assessment in the ERM risk management process

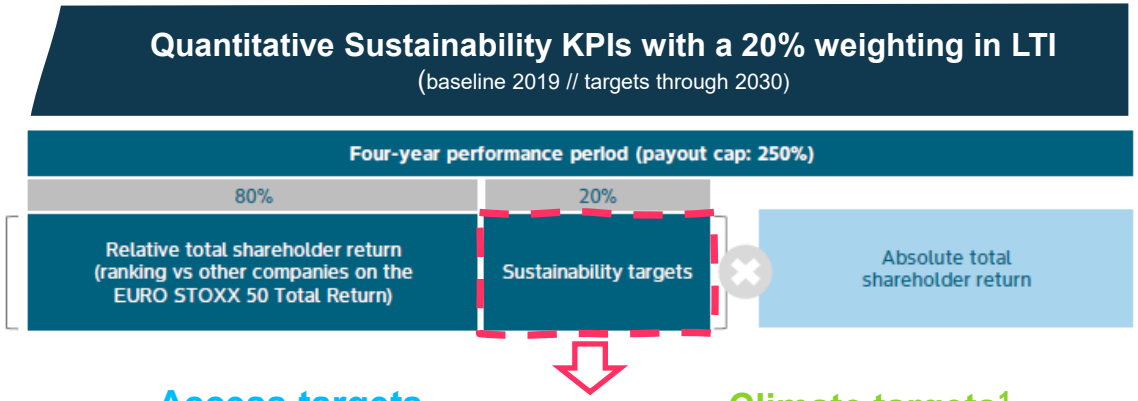


→ The quantitative assessment reflects a potentially negative effect on cash flows, while the qualitative evaluation is based on criteria such as strategic impact, effects on our reputation, or potential loss of trust among stakeholder groups.

ERM: Enterprise Risk Management

Sustainability Reflected in BoM Short- And Long-term Incentives

Our sustainability goals are comparably included in the LTI for managerial employees



Access targets

100 Mio. smallholder farmers in LMIC supported by **products, services and partnerships**

100 Mio. women in LMICs who have their need for modern contraception satisfied due to interventions **supported by Bayer**

100 Mio. people in underserved* communities whose self-care is **supported by** interventions from **Bayer**

Climate targets[1] by end of 2029

42% reduction of **Scope 1 & 2** greenhouse gas emissions

SCIENCE BASED TARGETS

25% reduction of Scope 3 greenhouse gas emissions

SCIENCE BASED TARGETS

- // Individual targets incl. sustainability determine the Strategy Development & Execution factor in BoM's STI[2]
- // Sustainability related STI-targets[3] 2025 included e.g.:
  - // Ensuring the execution of our sustainability strategy
  - // Driving IT integration of sustainability data
  - // Extending the impact of the Global Health Unit
  - // Delivering on key people enablers
  - // Advancing on regenerative agriculture
  - // Reaching more people in underserved communities

LTI: long-term incentive; STI: short-term incentive
1 The 2023-2026 tranche still includes the target of "100% offsetting of remaining Scope 1 & 2 greenhouse gas emissions"
2 There is a corresponding qualitative modifier in the managerial STI calculation
3 Beyond financial and other overarching business targets

Responsible Management of Human Rights

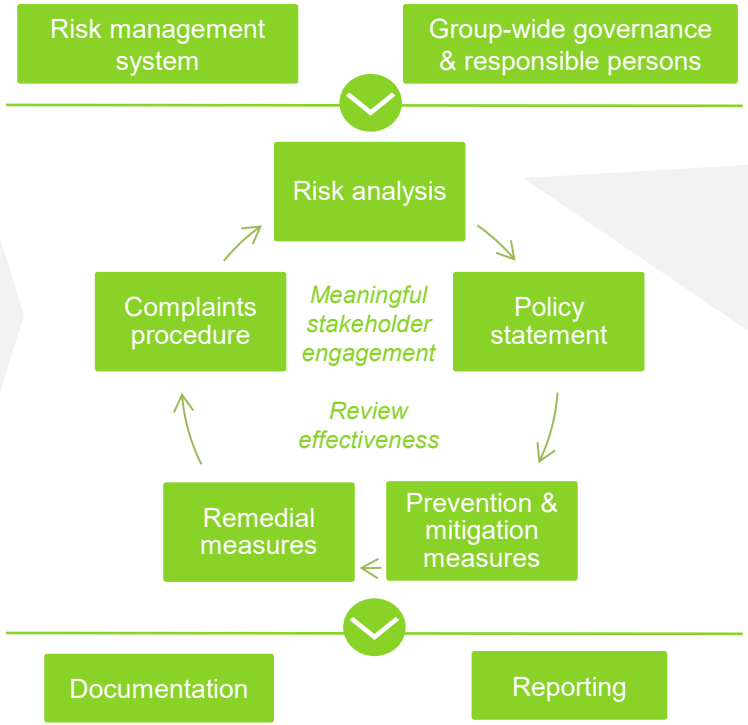
Bayer's Human Rights Policy

Our due diligence approach is grounded in our voluntary commitments and covers legal requirements

Our commitments & requirements

- We are to upholding the ten committed principles of the UN Global Compact (UNGC)
- We base our human rights due diligence on the related principles described in the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises
- With our holistic approach along the entire value chain, we cover the diverse legal requirements.

Human Rights Due Diligence along the entire value chain



Our identified priorities:

- 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
- Right to health

Human rights at Bayer are governed by the Board of Management, which is ultimately accountable, while the Bayer AG Supervisory Board oversees governance, including risks and reporting. A global Human Rights Officer oversees human rights risk management, with governance provided by the Global Human Rights Lead, and execution carried out by functions, business units, and country leadership.

Compliance is a vital component of our governance framework

Acting with integrity across our operations

Bayer's Compliance Management System (CMS)

- **Code of Conduct:** Defines the fundamentals of our ethical standards and is complemented by our Legal, Compliance and Insurance Policy as well as our Procedure on Management of Compliance Incidents.
- **A fundamental element of our governance:** 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.
- **Organization**: Our global CMS is steered by a central compliance organization that reports to the CFO and to the Audit Committee of the Supervisory Board. The CFO is responsible for the compliance organization, while the Audit Committee oversees the effectiveness and further development of compliance.
- **Management:** Potential compliance risks are identified together with the operational units to ensure their systematic and preventive detection and assessment. They are then entered into global databases that we use to develop suitable measures.

Handling of suspected and actual compliance violations

- Whistleblowers can report suspected compliance violations in their preferred language – anonymously if desired and if permitted by respective national law – to a global Speak Up Channel operated by an independent service provider and available 24/7 via multiple channels.
- In 2025, a total of 929 suspected compliance violations were recorded. An actual compliance violation was confirmed and closed in 63% of the compliance-relevant investigations.[1]
- Compliance violations are systematically sanctioned – the actions depend on factors including the severity of the violation and applicable law.
- We ensure that no employee is disadvantaged or subject to retaliation for reporting a compliance concern in good faith.

Compliance Training & Communication:

- We support all employees in acting with integrity and proactively avoiding potential violations by implementing compliance training activities.
- Annually, we assign obligatory training courses for all Bayer employees, accompanied by communication activities, to ensure compliance and adherence to ethical standards.

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

AI as a Strategic Tool and Business Catalyst

Driving sustainable solutions with the responsible use of AI

AI Initiatives create transformational business opportunities

- **CS:** In our new R&D approach called CroKey, we use AI to design the next generation of Crop Protection solutions. Additionally, CS researchers leverage AI and data science to analyze genomic data, shortening product delivery time by two years through accelerated crop breeding cycles. Also, our use of AI enables farmers to make data-driven decisions, resulting in increased productivity, reduced costs, and more sustainable farming practices.
- **PH:** We leverage AI in our quest to transform healthcare, including in drug discovery, clinical trials, medical coding, and medical imaging (find out more here)
- **CH:** Our use of AI is empowering individuals to live healthier through precision health, enabling more informed decisions based on personal insights and innovative delivery methods
- **Collaboration:** We are fostering valuable relationships with strategic partners (find out more here)

Bayer is committed to the ethical and responsible use of AI

- Rapid advancements in AI and machine learning amplify the need to address ethical implications such as the minimization of bias, privacy safeguarding, and the fostering of transparency and accountability
- We recognize the need for thoughtful deliberation on these matters and welcome the work of organizations such as the OECD and US-EU Trade and Technology Council in developing universally recognized and acceptable standards.
- We have established a commitment to the responsible use of AI as part of the new Bayer Code of Conduct. Also, Bayer employees have to follow obligatory training courses on Responsible Use of AI.
- ‘AI in the context of human healthcare’ is one of the current focus areas in Bayer’s Bioethical principles that set company-wide guardrails for R&D activities.
- We are currently increasing the AI expertise in our external Bioethics Council.

Transparency and Reporting

Building trust by making information accessible

We create transparency and show responsibility:

- Bayer provides access to the results of our safety studies for our **crop protection products** and **active ingredients**, as well as key regulatory submission documents for our **genetically modified crops**.
- Our virtual visitor platforms OpenLabs 360° for Crop Protection and Genetically Modified Crops provide insights into the scientific work.
- We publish information on **clinical trials throughout all stages**. 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 Catalogue (ENCEPP), as well as Bayer's Clinical Trials Explorer (CTE) webpage.
- To enhance transparency in **scientific collaborations**, we launched the Bayer Science Collaboration Explorer disclosing contract-based collaborative research of Bayer entities in Germany, the US, Switzerland, and Brazil, covering more than 1,800 contracts with partners in 37 countries.
- On our Science in Spotlight page, we list peer-reviewed scientific journal **publications authored by Bayer employees.**
- We actively, openly, and transparently contribute to the discourse on important social and political issues, guided by our Code of Conduct for Responsible Lobbying.

Sustainability Reporting Landscape

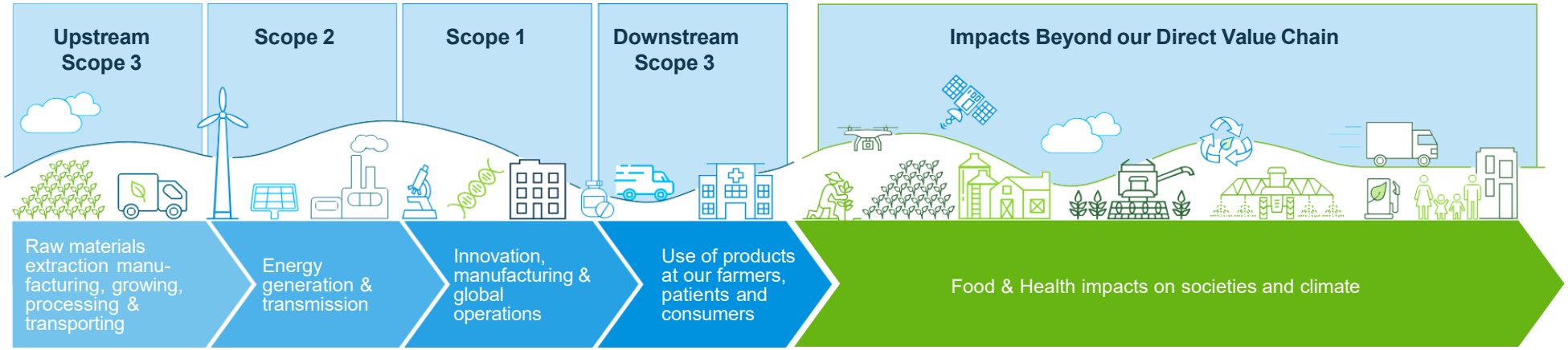
- Sustainability Statement as part of the Annual Report, in line with ESRS/ CSRD, audited with "limited assurance"
- Impact Report complements the Sustainability Statement as voluntary disclosure
- SASB and SFDR indices, TCFD report
- Additional reports, including Climate transition and transformation plan and other Climate-related reports, Crop Science-related reports

SASB: Sustainability Accounting Standards Board, SFDR: Sustainable Finance Disclosure Regulation, TCFD: Task Force on Climate-Related Financial Disclosures

Bayer Climate Strategy

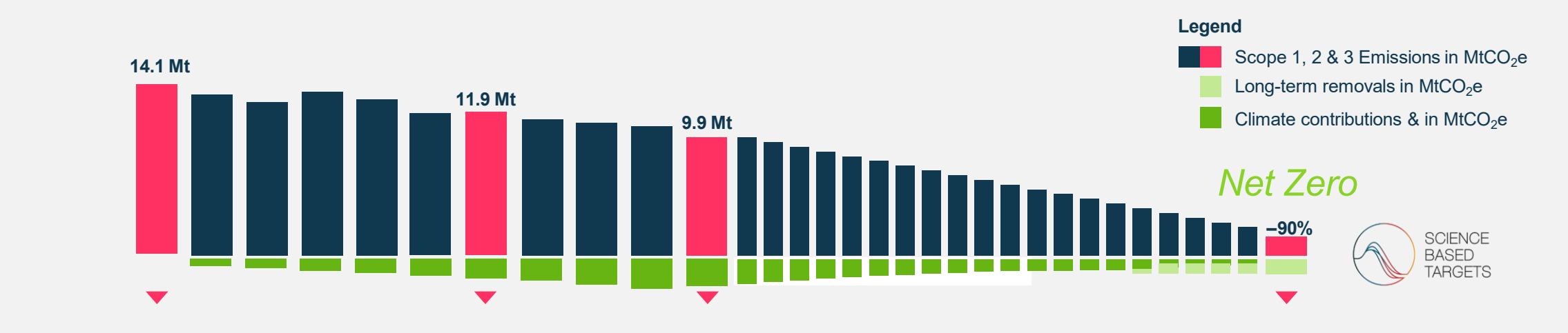
Navigating the path to net zero and transformation to new value pools

	I. Transition toward Net Zero Aligned with the Paris Agreement and SBTi approved[1]	II. Transformation to New Value Pools Health for all. Hunger for none
Mitigation	**Reduction:** Reduce our GHG emissions by at least 90% by 2050[1] **Contribution:** Support climate contributions via nature-based solutions	**Mitigation:** Through regenerative agriculture and agricultural solutions, we see a market potential to reduce global GHG emissions by 1Gt[2]
Adaptation	**Business Continuity:** Ensure own operations and supply chains	**Transformation:** Strategically adapt and innovate our business creating value for our farmers, patients and consumers
Access	**Access:** Provide access to solutions for the underserved	



1 SBTi approved our near-term target until 2029 as well as our Net Zero Target by 2050.
2 From the 59Gt global GHG emissions (reference year 2019; source: IPCC AR6 WGIII Full Report 2022).

Bayer's Reduction Plan toward Net Zero



2019 Base

- Own emissions: 3.76 Mt
- Value chain emissions: 10.34 Mt[2]

2025 Achievement

- Own emissions: 2.79 Mt
  Achievement: – 25.9%
- Value chain emissions: 9.1 Mt[2]
  Achievement: – 12%
- 51.2% of total purchased electricity was procured from renewable energy sources

2029 Near-term Target[1]

- – 42% own emissions (this target is on the pathway to a 1.5°C scenario)
- – 25%[2] value chain emissions (this target is on the pathway to a well below 2°C scenario)
- 100% renewable electricity
- Invest in additional climate nature-based contributions equaling the volume of our Scope 1 & 2 emissions

2050 Long-term Target[1]

- Achieve Net Zero GHG emissions including our entire value chain by 2050 or sooner and signed the Business Ambition for 1.5°C.
- – 90% emissions including our entire value chain & offseting the remaining greenhouse gas emissions (10%) through certificates with long-term carbon capture
- We address our climate protection activities in our latest Annual Report, Impact Report and CDP.

1 We have received our target validation incl. a long-term target from the SBTi.
2 In accordance with our SBTi target and includes all Scope 3 categories.

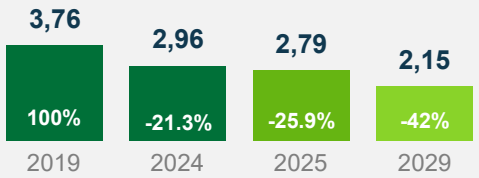
On Track: Our Decarbonization & Climate Mitigation Journey

Scope 1 & 2

SCIENCE BASED TARGETS

42% less CO_2e in our own operations by 2029 & **Net Zero** by 2050

- **Reduced emissions by 5.8%** or around 170k metric tons compared to 2024
- Reduction mainly due to a greater share of **electricity** being purchased from **renewable energy sources**, now **51.2%**
- Additionally, offsetting of 910k metric tons of greenhouse gas emissions[1]



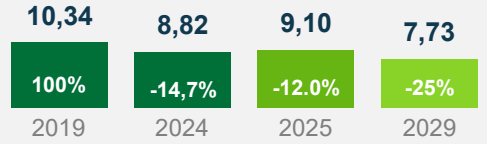
in mio metric tons of CO_2 equivalent; % change vs. base year 2019

Scope 3

SCIENCE BASED TARGETS

25% less CO_2e in the value chain by 2029

- Emissions rose slightly by 3.2% or 280k tons compared to 2024
- We started incorporating PCF data into our Scope 3 inventory
- Now all Scope 3 categories included as defined per GHG Protocol
- "Scope 3 Accelerator" to drive supply chain decarbonization



in mio metric tons of CO_2 equivalent for SBT-relevant Scope 3 categories; % change vs. base year 2019; Previous years' figures restated

On the Field

30% less on-field CO2e/crop produced by 2030[2]

- In 2025, we included on average >5k Bayer customers and >11k farms for each year in our progress reporting
- Continued efforts to leverage Bayer Carbon Programs including ForGround, PRO Carbono and PRO Carbono Commodities, and our Carbon Programs in Europe and Asia
- Partnering for more reach and impact, e.g., with, ADM, Mars, The Good Rice Alliance, Viterra
- Innovative products in Bayer's product pipeline to support our target (e.g. Climate FieldView™, Directed Seeded Rice, Preceon™ Smart Corn System)

For additional information on our targets please see our Sustainability Report 2025
1 Find our offsetting approach and more info here: https://www.bayer.com/en/sustainability/climate-protection
2 Find more information on our target and progress on slide 43; for additional information also see Climate Change and Agriculture | Bayer Global

Our Holistic Water Strategy

Contributing to climate resilience and sustainable water usage along the value chain

Bayer's Water Position

Innovation

- Develop scientific solutions that help build more water resilience in agriculture
- Partnering to promote water efficient agronomic solutions
- Drive positive change in water productivity in water scarce regional cropping systems: We aim **to improve water use per kg of crop by 25%** in 2030 by transforming **rice** cropping system for **our smallholder customers** in the relevant regions where Bayer operates[1]
- Invest in innovative therapies that bear the potential to reduce pharmaceutical residues in the environment

Own operations

- We are guided by our HSE Management & Key Requirements Policy. We are dedicated to **preventing water pollution**. We comply with all regulations and set stringent voluntary discharges limits for active ingredients. We strive to **optimize our water usage:** Our **PH and CH divisions aim to reduce their water withdrawal by 20% by 2030**[2]
- **Measures**: global monitoring and reporting, enhancement of water reuse and recycling, technical and economical evaluation of reduction potentials, assessment and mitigation of water-related risks[3], EU environmental standards as a reference for new investments
- Our **water recycling and reuse** of 380m m³ is supplemented by withdrawals of 52m m³, which results in a theoretical recycling rate of 736%

Upstream

- Drive **continuous improvements** in **water efficiency** among our **suppliers**, with a special focus on irrigation practices by our seed growers
- Our expectations are outlined in the Bayer Supplier Code of Conduct
- **Continuously raise suppliers' awareness** by leveraging sustainability initiatives like TfS and PSCI.

Community Projects

- Support projects that provide **access to clean water and sanitation** for our employees and the communities in which we operate such as our partnership with Safe Water Network in India, transforming the lives of 270,000 people
- Engage in **global water initiatives** to raising awareness and building skills around water management

1 Against a 2019–2021 average baseline; 2 Weighted by the water stress and the own share of the respective regions' total withdrawal, related to a 2024 baseline; find more information on our target and progress on slide 68; 3 At our sites, especially in areas threatened by water scarcity by 2030

Publicly available group positions, covering the Protection of Biodiversity, Deforestation and Forest Degradation, and Insect decline

Biodiversity and Ecosystems

Contributing to addressing the main drivers of biodiversity loss in agriculture: land use change, climate change and pollution

Regenerative Agriculture

// We promote a concept of regenerative agriculture that is defined as an outcome-driven cropping system aimed at strengthening the resilience of agricultural production

Leveraging R&D

// Broad portfolio of innovative tools with stringent safety profiles: Seeds and plant breeding, biotechnology and gene editing, crop protection, biological products, as well as digital solutions and data analysis

// We have a target to reduce environmental impacts in the application of our crop protection products in the downstream value chain.

// Helping increase and protect yields → enhancing land-use productivity → decreasing land-use pressure

Product stewardship

// We take extensive actions for Responsible product management, to enable our farmer customers use our products in a safe and responsible manner, as described in our Product Stewardship Commitment, Principles and Key Requirements

Climate Strategy

// We have a holistic climate strategy in place that includes key actions for mitigation, adaptation and access when it comes to our transition toward net zero as well as to the transformation to new value pools

// We engage in Value Chain Partnerships that offer growers advice and resources to increase adoption of regenerative practices as a solution

// The Bayer Societal Engagement (BASE) principles ensure that we meet the expectations society has of our company and that we create value for all our stakeholders

// Our transparency platform provides access to the results of our studies on the safety of our crop protection products, safety reports for our active ingredients, and key regulatory submission documents for our genetically modified crops, amongst others

Pollution

Managing pollution risks on site level

Framework with binding regulations

- HSE Management & Key Requirements Policy, defining that all sites should identify, evaluate, manage, monitor and document relevant environmental matters and impacts, incl. risk mitigation
  - each unit is responsible for its HSE management system
- Our rules on process and plant safety that are focused on preventing dangerous releases and ensuring safety
- Our global policy governing the assessment of chemical substances,
  - ensuring compliance with legal provisions (e.g., the REACH and CLP regulations of the EU), administering safety data, monitoring the supply chain, training personnel and maintaining organizational oversight,
  - additionally, evaluating substances in combination with product stewardship measures and regular reviews of substance dossiers support the identification and step-by-step withdrawal of substances of concern and very high concern to minimize their use
- Bayer Supplier Code of Conduct
- Sustainability assessment for new capital expenditures >€10 million

Holistic management

- Integrated HSE management systems in all global operations
- Product-related environmental risk management for compliance and safety during the entire life cycle of our products, especially regarding import, use, transport and storage of hazardous substances and goods
- Incl. continuous monitoring of global regulatory landscapes, technical lobbying and impact assessment, as well as ensuring safe and compliant operations via effective business processes and systems (e.g. registrations, safety data sheets)
- Cooperation to prevent pollution along our supply chains

Circular Economy & Waste

Reducing waste and emissions, promoting recycling and minimizing environmental exposure

Governance

- **Binding regulations** include
  - HSE Management & Key Requirements Policy that considers comprehensive waste management practices
  - Waste Management Policy whose implementation is ensured by local site and plant management
  - Bayer Supplier Code of Conduct
- **Waste management** is strictly regulated by local laws and internal company rules, and includes e.g. inventory management for all waste streams, separation of waste types, safe treatment of unavoidable waste
- **Systematic optimization** of our activities and production processes by ensuring the efficient use of energy and raw materials as well as minimizing emissions and waste by following the waste hierarchy:

Avoid generation of waste / emissions → **Recycle** where reasonably practicable → **Minimize** waste / emissions that cannot be avoided or recycled

Selected initiatives

- In the Pharmaceuticals division we have implemented the “re:contrast” initiative, taking back contrast agent residues from our customers to recover iodine and gadolinium for future use
- In Crop Science we ensure the proper disposal of obsolete inventories and we also support programs geared toward the safe handling of empty packaging
- In Consumer Health we have defined sustainable packaging goals for Recycle, Responsible, Reduce and Remove[1]

2025 figures (selected)

- Our waste consists of hazardous and nonhazardous waste as defined by local regulations.
  - Total waste generated: 969 thousand metric tons (2024: 1,021); of which hazardous waste ~272 thousand metric tons (2024: ~288)
  - Recycled waste was ~536 thousand metric tons (2024: 559)
- Our 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 is not possible.

1 For more information please see the Impact Report 2025 and the section on Consumer Health below

Own Workforce

Our people: rights, development, health, fair pay

Guiding Framework

// Human Rights Policy, Code of Conduct (incl. “Health & Safety” and “Fairness and Respect at Work”, Health, Safety, Environment (HSE) Management and HSE Key Requirements Policy)

Talent acquisition & management

// **Fair and inclusive** processes enabled via e.g., employee survey, training, global mentorship program

// Hiring the best talent continues to be the only decisive criterion

Diversity

// 35.1% women in top mgmt. at year-end (2024: 35.1%)

// 44.2% women across all mgmt. levels at year-end (2024: 44.1%)

// Aspiration to achieve gender balance at each managerial level; regions and country organizations with further diversity aspirations

BRGs

Business Resource Groups

// Promoting **cultural awareness** and creating an **inclusive workplace** by supporting/enhancing**:**

ENABLE: employees with disabilities/diverse abilities
MERGE: multigenerational competence
GROW: women’s equality
BayAfro: employees of Black/African descent and their allies
BLEND: LGBTQ+ employees and their allies

Employees

// **89,237** people **worldwide** at year-end (2024: 94,081)

Learning & Training

// Independent learning and compulsory training framework

Compensation

// Annual review of salaries in line with our **global procedure on living wages** that applies to all employees worldwide

// Unadjusted gender pay gap of 1.32% (2024: 2.14%)

Preventive Health

// BeWell@Bayer framework to promote physical and mental health but also a safe and supportive work environment

Health & Safety

// Health and safety management systems at all our sites comply with recognized international standards and cover 100% of our workforce

// Surveys at our sites to ensure occupational health and safety; new global set of standards that all sites must comply with as regards work under extreme temperature conditions.

// The rate of recordable work-related accidents fell to 2.16 in 2025 (2024: 2.20)

LGBTQ+: lesbian, gay, bisexual, transgender and queer

Workers in the Value Chain

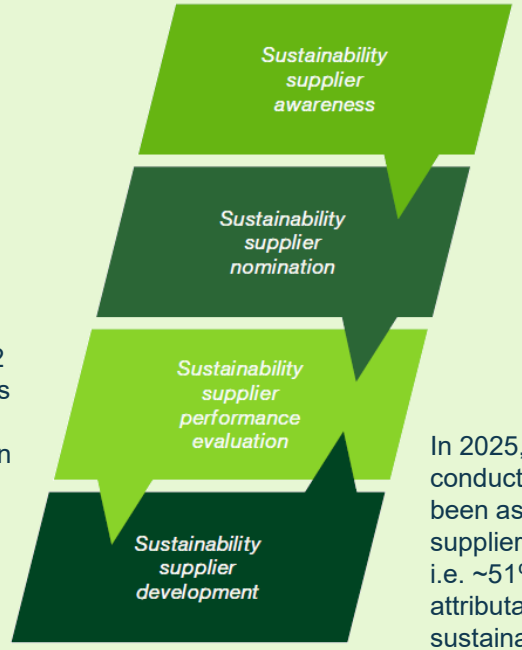
Multiple measures to manage potential risk in our supply chain

Economic, ethical, social and environmental principles are anchored in our purchasing processes – requirements and expectations are i.a. detailed out in our:

- Bayer Supplier Code of Conduct (SCoC) outlining the core principles of our sustainability requirements and applied in the selection and evaluation of our suppliers
- Bayer Human Rights Policy, determing a due diligence approach based on the UNGP, the ILO's Declaration on Fundamental Principles and Rights at Work and the OECD Guidelines for Multinational Enterprises

Group-wide Four-Step Management Process to Improve Sustainability Practices in the Supply Chain

SCoC and SCoC Guidance



Strategically important suppliers and suppliers with an identified high sustainability risk are required to undergo a sustainability evaluation

In 2025, critical results were determined for 12 suppliers; 123 suppliers were included in the development process in 2025 (2024: 122)

In 2025, 100 supplier audits were conducted, 1,334 of our suppliers have been assessed by EcoVadis, and 11,886 suppliers were screened by means of AI, i.e. ~51% of our purchasing volume was attributable to suppliers with a sustainability evaluation

953 of the 1,434 suppliers assessed or audited via TfS or PSCI have improved their sustainability performance in 2025

Prevention and mitigation:

- Information from Speak Up channel and audits, are reviewed and analyzed to obtain indications for corrective and remedial actions.
- Critical assessments lead to inclusion in "Sustainability Supplier Development" program with the definition of specific improvement measures
- We also utilize the activities and training opportunities offered by the industry initiatives TfS and PSCI

UNGP: United Nations Guiding Principles on Business and Human Rights, ILO: International Labour Organisation, TfS: Together for Sustainability, PSCI: Pharmaceutical Supply Chain Initiative

Affected Communities

Mitigating negative impacts and building long-term relationships

// Considering the impact on affected communities is important to us when it comes to taking social responsibility and building trust

// Core concepts to mitigating impacts on affected communities:

- // Our commitments concern respect for human rights along the entire global value chain as well as members of local communities as detailed in the Bayer Human Rights Policy and the Bayer Supplier Code of Conduct**.** The involvement of local communities usually takes place at site level where risk analyses is conducted and appropriate measures are implemented.
- // Prevention of accidental pollution at own sites as outlined in Bayer's HSE Management & Key Requirements Policy,
- // Protecting water as a resource for communities at their own sites as outlined in Bayer's Water Position
- // Waste management, specifically the move away from the use of new resources, recycling wherever possible, and the safe and environmentally sound disposal of unavoidable waste as outlined in Bayer's HSE Management & Key Requirements Policy

// We are pursuing various approaches to prevent and mitigate any negative impacts we may have on local communities. The Speak Up Channel is Bayer's global complaint mechanism for employees and third parties.

Bayer is represented in **80** countries

Find out more about our activities in the various regions of the world here and visit the websites of the individual countries for local information

Consumers and End-Users

Improving quality of life by preventing, alleviating and treating diseases and providing a reliable supply of high-quality food, feed and plant-based raw materials, while ensuring product safety and responsibility

Social involvement

Concepts:

// Access to products and services through IP protection as outlined in our Code of Conduct

// Empowering smallholder farmers through Bayer's sustainability strategy[1]

// Our strategy for improving access to healthcare[1]

Measures:

// Innovations and applications for our concept of regenerative agriculture

// Supporting smallholder farmers through our product and service portfolio[1]

// Enabling access to selfcare and to important vitamins and minerals[1]

// Improving access to healthcare e.g., including equitable pricing and patient access programs[1]

Personal safety

Concepts:

// Our policy for ensuring the quality and safety of pharmaceuticals, e.g., including quality management and pharmacovigilance systems

// Product safety and stewardship as specified in Crop Science's Product Stewardship Commitment, Principles and Key Requirements Policy

// Accounting for potential risks through new technologies and Bioethical Principles

// Ethical standards for conducting clinical studies in drug development

Measures:

// Activities for the responsible use of crop protection products, e.g. trainings, adverse events monitoring

// Ensuring clinical studies transparency, e.g., including publication on clinicaltrials.gov/

Access to information

Concepts:

// Transparency and responsible marketing with codes of conduct, including the Bayer Societal Engagement (BASE) principles, and pharmaceutical industry codes of conduct

// Product Stewardship and responsible marketing as integral part of Crop Science's Product Stewardship Commitment, Principles and Key Requirements Policy

Measures:

// Responsible marketing, anchored in science-based communication and governed by regular risk assessments and audits

Stakeholder engagement

(A) guided by our Code of Conduct, **(B)** including direct contact with consumers and end-users to ensure that concerns with products of ours are addressed, and **(C)** the Speak Up Channel as accessible process to raise compliance concerns

1 For our 100m access targets please see the overview slide in section 'Strategy & Targets' as well as the specific slides in the divisional sections.

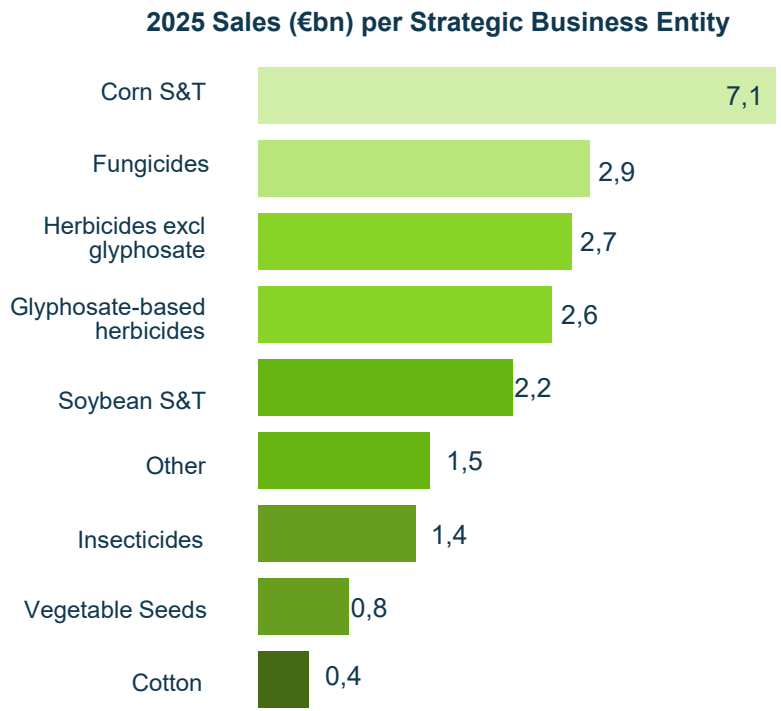
Crop Science

- How does Bayer's Crop Science business and innovation contribute to food security while aiming for reducing pressure on ecosystems?
- What outcomes are targeted through Bayer's regenerative agriculture approach?
- How does Bayer support stakeholders by means of transparency and stewardship?

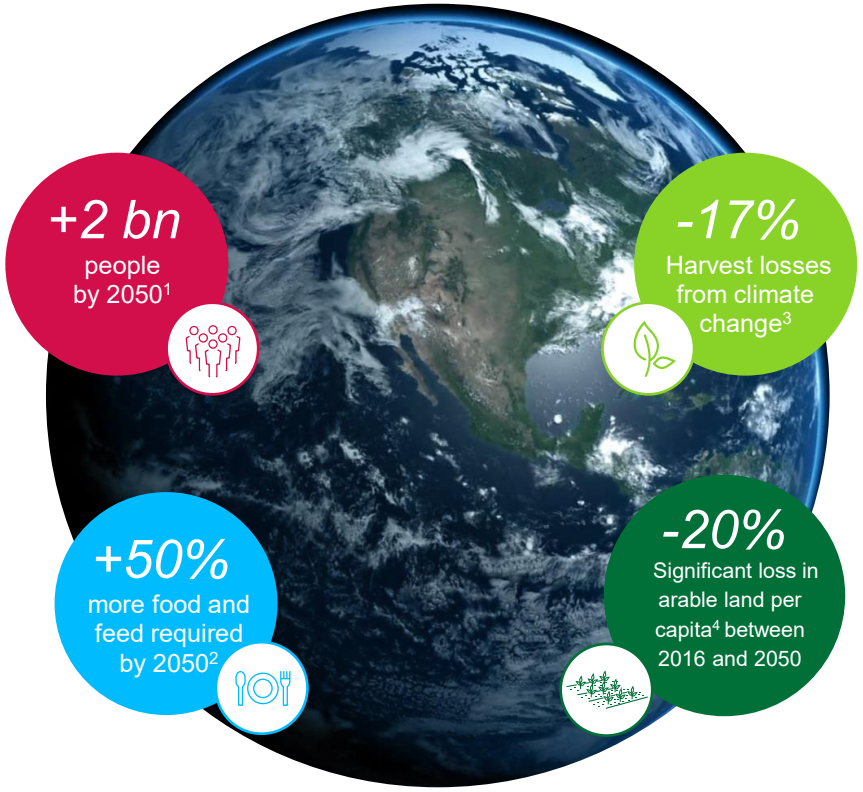
We Are Essential for Food Security

Contributing ~20% of inputs into Global Ag Market

Crop Science Sales per Strategic Business Entity



Megatrends drive need for innovation in agriculture



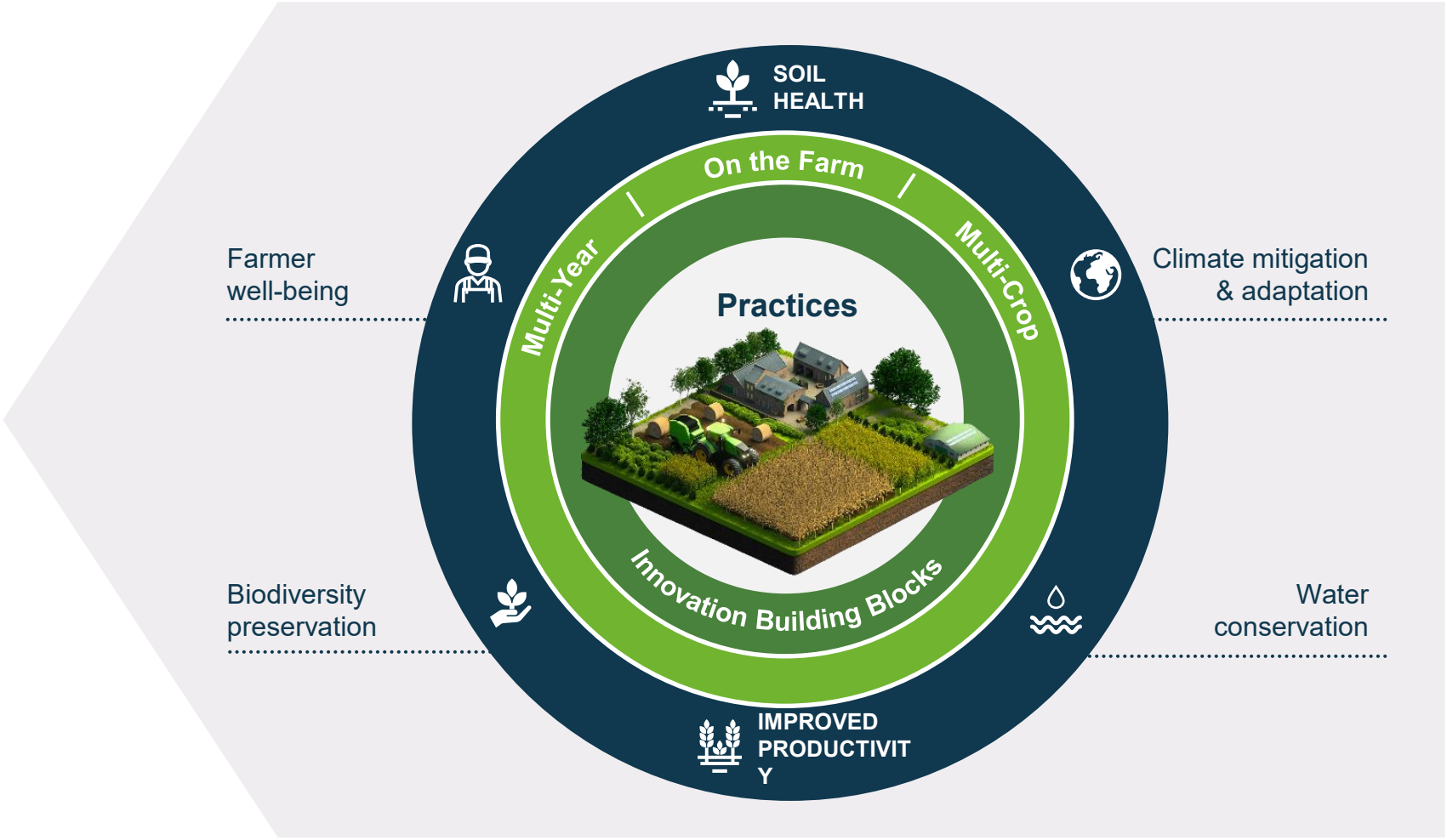
1 UNDESA 2019 (United Nations Department of Economic and Social Affairs, Population Division (2019). World Population Prospects: The 2019 Revision)
2 FAO 2017 (FAO Global Perspective Studies)
3 Nelson et. all. (2104); (2) FAO 2016 "Climate change and food security"
4 FAOSTAT (accessed Oct 30, 2018) for 1961-2016 data on land, FAO 2012 for 2030 and 2050 data on land, and UNDEDA 2017: World Population Prospects for world population data.

Driving Regenerative Outcomes

We are positioned to provide and scale digitally-enabled regenerative crop system solutions

A regenerative agriculture system is outcome-driven and multi-seasonal.

Our innovations, with their enabling product attributes, help advance regenerative practices and power a system that delivers key regenerative outcomes.

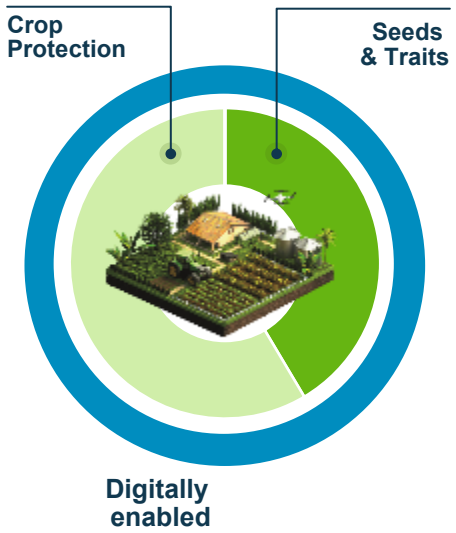


Our Innovations: Building Blocks of Regenerative Agriculture

Solutions coming to market through 2030 will help to further enhance regenerative farm practices

Today → *Between now and 2030* → *2030 and beyond*

Today's portfolio



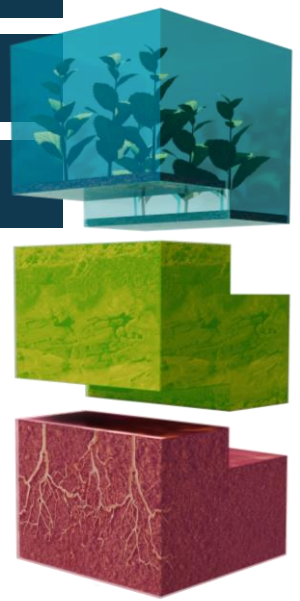
Innovation building blocks

Offerings in Seeds & Traits and Crop Protection core

- PRECEON corn (PRECEON SMART CORN SYSTEM)
- VYCONIC soy beans (VYCONIC)
- PLENEXOS insecticide (Plenexos)
- ICAFOLIN herbicide (ICAFOLIN)
- NEW fungicide
- Biological CP
- S&T in cereals, oil seed rape/canaola, fruit & veg, cotton, hybrid wheat

New value drivers beyond the core

New biofuels	CoverCress / Winter OSR / Camelina
Carbon farming	ProCarbono
Crop fertility	Biological fertilizer (nitrogen fix)



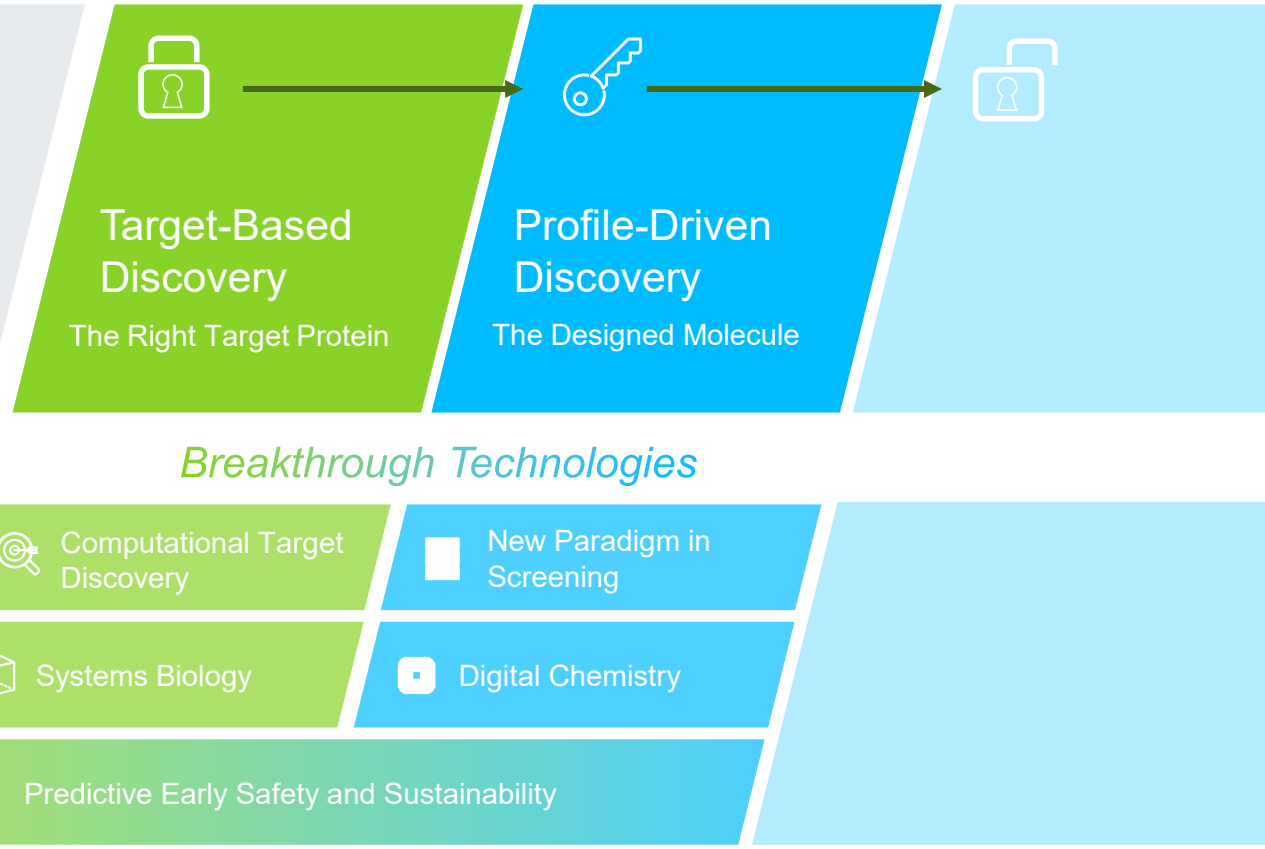
CropKey

Our new approach to R&D Crop protection chemistry

We move ***from the incremental innovation*** of traditional chemistry *to* ***a transformative innovation approach*** enabling us to:

// Entirely new & highly effective solutions
// Resistance breaking
// Designed according to safety and sustainability criteria
// Designed, developed & act in highly precise & targeted way
// Powering digital farming & precision application

Using AI, we precisely design the **next generation of Crop Protection solutions** to meet **multi-dimensional profiles**, combining **strong efficacy potential** with the **highest safety & sustainability standards**.



R&D: Contributing to Regenerative Agriculture

Key innovation examples

Regen Ag Outcomes

Yield *GHG* *Water* *Biodiv.* *Soil Health* *Social Wellbeing*

Precision breeding

Characterization for climate resiliency in Row Crops and Vegetable Breeding

- **Reduce inputs** (e.g. nitrogen or water)
- Reduce harvest loss, increase shelf life and assess **consumer benefits**
- Increase **soil organic matter** and **CO_2 conversion** to biomass (e.g. in roots mass or lignin content)

Genome editing

Adaptation for new environments and agronomic systems in Plant Biotechnology

- Soybean trait discovery to **enable no-till and cover cropping systems**
- Corn trait discovery for **adaptation to climate change scenarios**
- Exploring ways to enhance crops for **sustainable fuels,** feed and building materials

CropKey

Unprecedented precision, safety and sustainability of crop protection solutions in Small Molecules

- Creating highly effective & selective solutions with **pre-defined sustainability profiles**
- Helping preserve **biodiversity** through promotion of precise application technologies
- **Enabling no- or reduced-till practices**

Soil microbes

Helping to define soil health metrics for Biologics solutions

- Opportunities for **nutrient optimization** with new soil microbes
- Evaluation of opportunities for soil **microbiome health**
- Seed treatments that can increase **nutrient availability** for plants

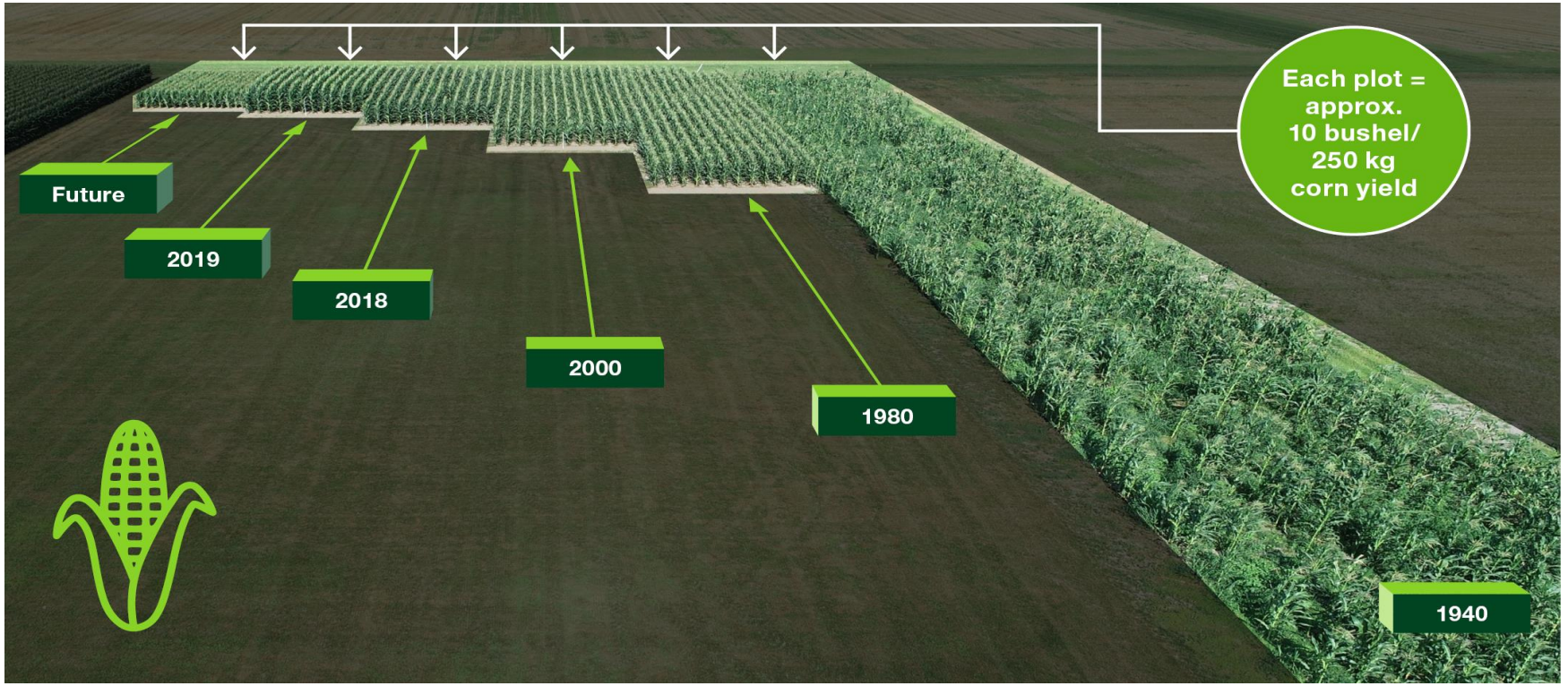
Digital Technology

Global Ecosystem Services to support farmers and companies across the value chain to adopt Regenerative Ag practices

- **Tools, resources and discounts** for growers (ForGround in North America, PRO Carbono program in Brazil and Argentina, Bayer Carbon Program in Europe, Good Rice Alliance in Asia/Pacific.
- Alignment of **agricultural**
- **practices** with long-term outcomes
- **Measurement** of outcomes through **KPIs**

Sustainable Land Use Intensification

Higher yields per hectare support food security while reducing the pressure of additional land-use change



- Over the past 40 years, agricultural yields have increased by 60%, while the expansion of agricultural land has only been 7.6%.
- Technological advancements, particularly in plant breeding and plant biotechnology since the 1990s, have significantly contributed to productivity increases.
- Management practices such as fertilization, irrigation, and crop protection have also played a crucial role.
- Insecticides and fungicides are essential in minimizing harvest losses, while herbicides are vital tools for reducing competition from weeds and supporting crop growth.

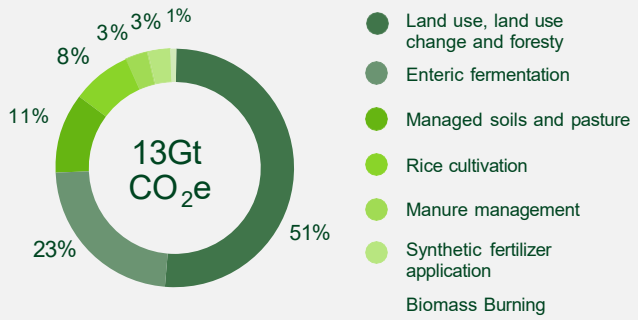
Decarbonizing Agriculture

Enabling a climate smart agriculture

The Global Challenge

Agriculture, forestry and other land use account for about 22% of all 59Gt greenhouse gas (GHG) emissions worldwide[1]

// Agriculture, Forestry, and Other Land Use – Global GHG Emissions by Subsector[1]

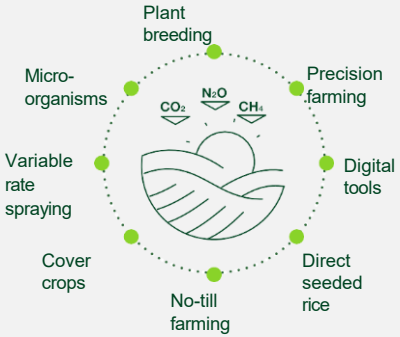


Our Main Levers

We collaborate with farmers and partners across the value chain to innovate and drive adoption of tools, regenerative agricultural practices, and business models to reduce agriculture's greenhouse gas emissions by:

// Sequestering carbon from the atmosphere and storing carbon in the soil

// Reducing farmer on-field emissions of CO_2, N_2O, and CH_4



Our Target

// **Enable our farming customers to reduce their on-field GHG emissions per mass unit of crop produced by 30% by 2030** compared to the overall base year emission intensity.[2] This applies to the highest GHG emitting crop systems in the regions Bayer serves with its products.[3]

// Baseline according to our methodology: 726 kilograms CO_2e per metric ton of crop produced in the base year 2021 or 2022, depending on the crop-country combination.

Our Progress

// Based on the collected data for harvest years 2024 or 2025, the total weighted GHG intensity of our customers in all crop country combinations that are part of our target decreased by 20% (581 kg CO_2e/metric ton).

// Key drivers for improvement are primarily due to India rice and US cotton GHG emissions reductions. Other factors 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.

1 From 59Gt global GHG emissions (reference year 2019; source: IPCC AR6 WGIII Full Report 2022)
2 Our reduction target refers to an overall base year greenhouse gas intensity that 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 years 2021 or 2022 depending on the availability of data.
3 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.

Regen Ag Outcome

Water

Conserving Water: Agriculture's Most Essential Input

Contributing to water resilience in agriculture

The Global Challenge

- Water scarcity is a global problem, with 40% of global population risking to live under water-stressed conditions by 2035[1]
- Agriculture accounts for 70% of the world's freshwater withdrawal[2]
- There is an expected 40% gap between water demand and supply by 2030[3]: Water stress caused amongst others by population growth and climate change (drought, flooding, hurricanes, groundwater recharge issues)

Our Main Levers

- High-yielding hybrid **seeds** specifically bred for Direct Seeded Rice
- Best in class **crop protection products** including a strong integrated weed management approach
- Leveraging **partnerships** to support farmers with mechanization services (e.g. sowing, spraying, etc.)
- **Digital** enablement, advisory and agronomic advice

Our Target

- **Support our smallholder customers to increase water productivity[4] by 25% by 2030** against a 2019-2021 average baseline by transforming rice cropping in the relevant geographies where Bayer operates, starting in India.[5]

Our Progress

- **Progress of 1%[6]** (based on 2024 data) against the 2019–2021 baseline. This improvement is attributed to a **reduction of 24% in water use per hectare** (corresponding to a reduction by ~3,200 m³ water use per hectare) **and to 12% increase in average yield per hectare** in line with the transition from transplanted rice to direct seeded rice (DSR).

1 (PDF) Global-Water-Crisis-The-Facts;2 Water at a Glance: The relationship between water, agriculture, food security and poverty; 3 Ensuring sustainable water management for all by 2030 | World Economic Forum; 4 Water productivity is defined as kg of crop yield per volume of water used (kg/m^3); 5 Our water target is currently focusing on "DirectAcres Initiative", which aims at supporting farmers shift successfully from transplanted puddled rice to mechanized direct seeded rice; 6 Target performance progress is based on data collected in 2024. The improvement for the reporting year is calculated by dividing the sum of area-weighted yield for TPR and DSR by the sum of area-weighted total water for TPR and DSR in the reporting year

Regen Ag Outcome

Social Wellbeing

Supporting 100 Million Smallholder Farmers in LMICs[1]

Accessing smallholders improves lives and creates business opportunities

The Global Challenge

- ~ 550 million Smallholder farmers worldwide are affected by:
  - Lack of access to Quality inputs and New Technologies
  - Lack of access to markets and capital
  - Limited access to knowledge
  - Climate Change
  - Limited productivity of their crops
  - Hunger & malnutrition

Our Main Levers

- **Commercial operations**: Regional go-to-market strategies focused on smallholder farmer needs
- **Value-Chain-Partnerships**: Better Life Farming Alliance and integration into other value chain ecosystems
- **Digital Initiatives**: in Asia, Africa, and LATAM (e.g., FarmRise)
- **License-to-Operate & Biotech Approvals**: Large regulatory approval pipeline in Africa and Asia to enter new markets

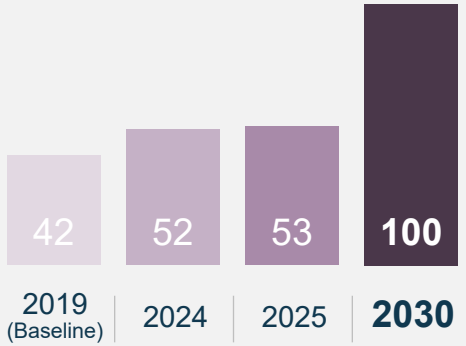
Our Target

- Supporting a total of 100 million smallholder farmers in LMICs[1] by 2030 by improving their access to agricultural products and services, including in collaboration with our partners.[2]

Demonstrating positive impact: Independent research by 60 Decibels validated the impact of our projects in India, Kenya, and Mexico/Honduras from 2022 to 2024: 60% to 95% of participants reported increased yields, farming income, improved farming methods, and enhanced quality of life.

Our Progress

We expanded our outreach by one million compared to 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.



1 LMICs: low-and middle-income countries; smallholder farms on <10ha farm land
2 For more information on the methodology please see 2025-method-paper-cs-final.pdf

Soil Health: A Key Outcome of Regenerative Agriculture

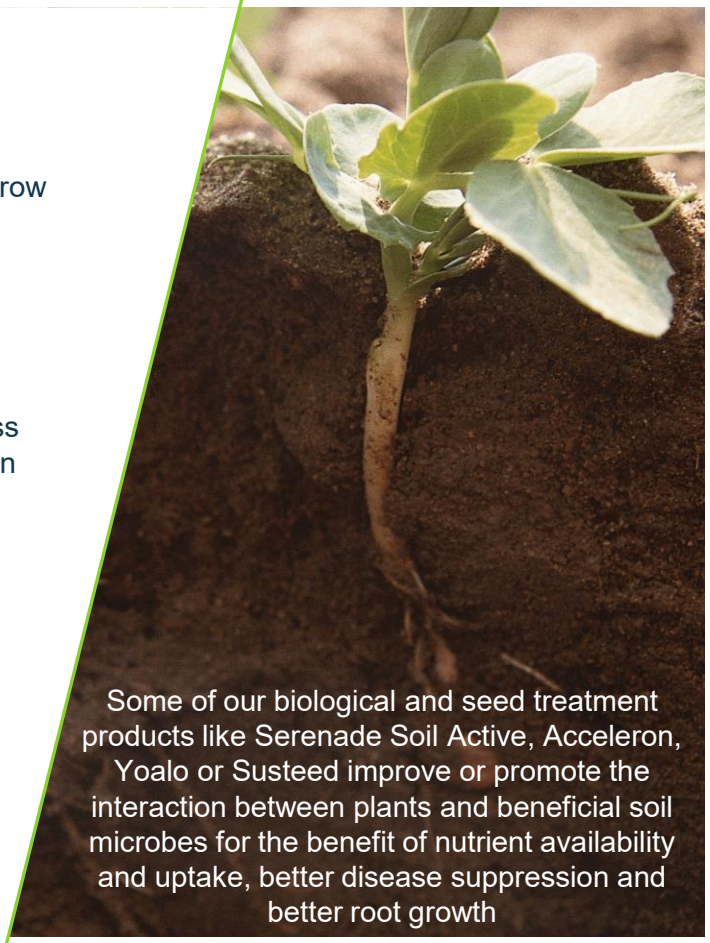
Produce more with less, but also become more regenerative in terms of soil health

Protecting the soil's top layer: conservation tillage and cover crops

- **Enabling conservation tillage with our GM seeds and crop protection products**
  - Bayer's GM seeds and crop protection products facilitate conservation tillage, particularly in row crops such as corn, soybean, cotton, and sugar beet.
  - Benefits can include reduced soil erosion, improved water and air quality, increased water infiltration and soil moisture availability.
- **Incentivizing farmers to adopt cover cropping**
  - Bayer invests in intermediate oilseed crops such as camelina, winter canola, and CoverCress that can provide similar benefits as cover crops, protecting the soil and adding value between main season crops as a low carbon feedstock for renewable fuels.
- **Reduce financial and technical barriers for farmers to accelerate adoption of soil health practices.**
  - Bayer's platforms and projects, such as PRO Carbono or ForGround, provide resources and incentives for farmers to adopt regenerative practices

Incorporating crop rotations in our stewardship and product recommendations

Incorporating soil health considerations into cropping systems design, such as PRECEON™ Smart Corn System or Direct Seeded Rice



Some of our biological and seed treatment products like Serenade Soil Active, Acceleron, Yoalo or Susteed improve or promote the interaction between plants and beneficial soil microbes for the benefit of nutrient availability and uptake, better disease suppression and better root growth

Biodiversity: Four Areas of Engagement

Bayer´s role in promoting biodiversity in agriculture

Soil health

We promote regenerative agriculture principles that improve soil health while supporting farmers' yields and profitability, by

- // Keeping the soil covered
- // Diversifying crop rotations
- // Minimizing soil disturbance
- // Optimizing inputs to reduce environmental impact

Land Management

- // Land use footprint: Our innovative seeds, traits, crop protection, and digital solutions help increase and protect yields—enhancing land-use productivity.
- // Biodiversity management: We support research to identify pragmatic and feasible ways to better balance production and preservation.
- // Foster engagement: We financially support nature and biodiversity restoration projects and we encourage our emloyees to improve biodiversity across our own operations.

Species Protection

- // We continuously refine our discovery, testing and risk assessment methods to minimize our crop protection products' impact on non-target organisms.
- // Additionally, we invest in insect-resistant traits, tolerant varieties, precision application technologies, and biologicals - all contributing to reducing exposure to non-target species.

Genetic and Crop Diversity

- // We are actively following the UN Convention on Biological Diversity (CBD) and committing to its objectives to conserve, improve and share the benefits of genetic resources.
- // We contribute to seed collections and gene banks.
- // We participate in public-private partnerships, to empower farmers, build capacity, and create networks in plant breeding.

Crop Protection Environmental Impact Reduction (CP EIR)

Our target builds on a state-of-the-art methodology

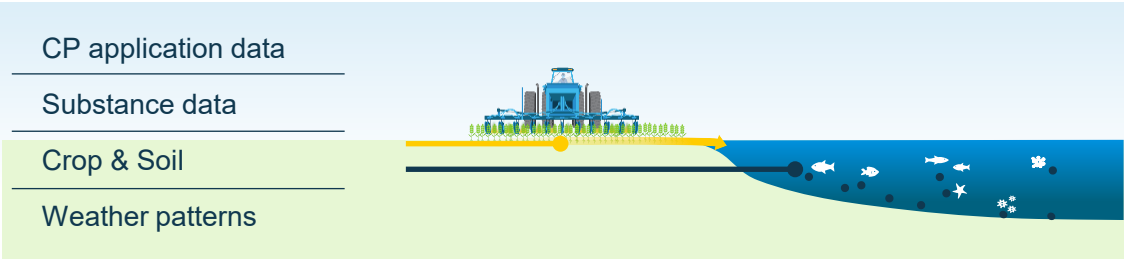
Our target …

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

… is 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.



… is built on consensus-based methodology that combines two renown models

Environmental Impact (EI) of crop protection = **Emissions into the environment (PestLCI)** x **Potency of all substances applied on a field (USEtox®)**

// Scope:

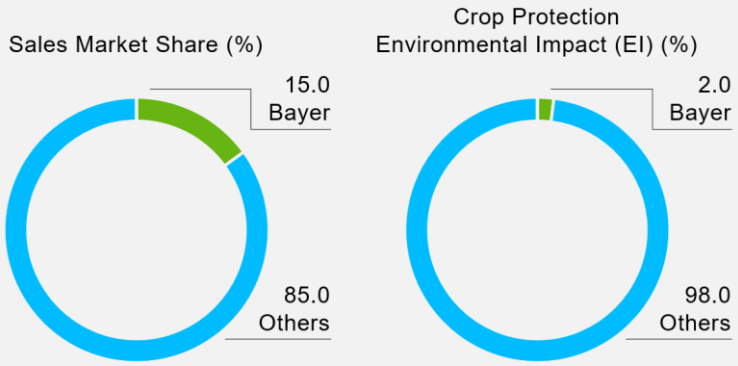
- // All Bayer crop protection product applications that are characterizable by PestLCI and USEtox® and used in the field globally, as reported in the Agrowin system
- // So far, the methodology focuses on the impact on acquatic ecosystems (e.g. algae, fish, acquatic insects, etc.); expansion planned to also include soil organisms and pollinators
- // USEtox® is a internationally recognized method embedded in SBTN, WBCSD, and other frameworks.

// The methodological report includes additional information on model selection and application

Bayer's Crop Protection Environmental Impact Exceptionally Low

Further reductions planned by 2030

Baseline Bayer products accounted for only 2% of the Environmental Impact from Crop Protection[1]



Testimony to prior safety commitments:

// 2012: Stop WHO acute toxicity class 1 products

// 2016: Only sell products with actives registered in at least one OECD country or in a country with mature risk-based regulatory framework

And Bayer's approach to crop protection product development (CropKey)

Progress of -14% (based on 2020-2024 data) against the 2014–2018 baseline

Improvement levers

Optimization of crop protection volumes required per hectare	// Precision application
	// Seed treatment
	// Seeds and traits that better fight pests and diseases

Reduction of the environmental impact of the product itself	// Better environmental profile of an active ingredient compared to other products (R&D, In-licensing, M&A)
Reduction of the emissions into the environment	// Mitigation measures such as drift reduction and buffer strips // Precision application
Sustainable use of crop protection products	// Stewardship trainings // Anti-Counterfeit

Preliminary impact assessment 2021 has been conducted by Technical University of Denmark (DTU) based on the PestLCI/USEtox® models. PestLCI secondary distributions currently out of scope. Impact assessment limited to current scientific consensus of USEtox®: aquatic organisms and the substances which can be characterized in USEtox®. Terrestrial and pollinator impact assessment is currently not included in USEtox®. Crop Protection application data mostly from third parties such as Kynetec/Kleffmann in some countries based on Bayer estimates.

Crop Protection Product Stewardship: A Life Cycle Approach

Outlined in our Product Stewardship Commitment, Principles and Key Requirements Policy

Selected examples

// Strong incident-reporting systems and advanced medical response capabilities through partnerships e.g., with the American College of Medical Toxicology.

// Advanced sustainable and safe product use, including SPMF rollout with CropLife LATAM in Colombia, Chile, and Guatemala.

// Empty crop protection container-management, plus active anti-counterfeiting campaigns.

// Strong regional partnerships to advance safety through strengthen collaboration with agriculture universities and medical toxicologists of Africa.
// Safe destruction of obsolete pesticide stocks in Kenya

// New application technologies including drones to reduce exposure among smallholder farmers especially spraying in dense crops like rice, cotton and chilies.

// CropLife Asia's programs across Indonesia, Thailand, and Vietnam strengthened pesticide safety systems (SPMF) and, through the Thai Rice IPM initiative with GIZ, reduced misuse, improved container management, and promoted safer farming

// Impactful Safe Use of Pesticides Trainings through enhanced content, digital delivery, and automated reporting to reach over 4 million farming stakeholders in LMICs.

R&D — **Production** — **Packaging, Storage and Transport** — **Marketing, Branding, IP, Sales and Distribution** — **Integrated Pest & Resistance Management** — **Responsible Use** — **Container Management** — **Product Discontinuation/ Disposal of Obsolete stocks**

SPMF: Sustainable Pesticide Management Framework, IPM: Integrated Pest Management, GIZ: Deutsche Gesellschaft für Internationale Zusammenarbeit

Technologies in focus

Transforming corn cultivation with our Preceon™ Smart Corn System

Potential benefits compared to traditional tall corn

- **Lowering the risk of crop loss:** Short corn hybrids are more weather-resilient and resistant to lodging
- **Optimization of inputs and cultivation:**
  - Potential to increase seeding rate per ha
  - Longer and more flexible in-season field access
  - Ability to use resources more efficiently
- **Unique system approach:** Leveraging short corn hybrids, digitally enabled insights, and tailored support for farmers
- **GHG reduction and carbon sequestration:** Peer-reviewed research indicates a reduced carbon intensity of growing corn by an average of 13%, thanks to higher yields, better root systems and more effective management of inputs[1]
- **Optimized nutrient and water efficiency supporting long-term soil vitality:** Enabled via planting density, better root systems, nutrient cycling, and building soil organic matter

Innovative solution for our farming customers, enabling sustainable intensification to meet the growing demand for food, fuel, and feed

1 As recently published in the Journal of Environmental Quality

Technologies in focus

Neonicotinoid Insecticides

Risk mitigation towards minimizing impact on environment

Read more in Bayer's Neonicotinoids Report

About Neonics

- An important innovation introduced in the early 1990's, replacing older, environmentally less benign classes of insecticides
- Protection for a wide range of crops, including major row crops and horticulture
- Systemic features enable the protection of plants during the early growth phase through seed treatment
- Registered globally, while in some countries (i.e., EU), some are restricted or not approved.

Addressing concerns

In response to an incident in 2008, when dust from treated corn seeds was accidentally released during planting in Upper Rhine Valley, Germany, damaging nearby bee colonies, Bayer developed a series of measures, including:

- Low intrinsic toxicity for bees as key target for insecticide research and basis for risk assessment and portfolio evaluation
- Wide ranging product stewardship commitments
- Conducting and supporting bee health and pollinator safety through research partnerships with leading scientists worldwide

Implemented measures to enhance the responsible use of Neonics

- **In seed treatment:**
  - Adoption and optimization of Heubach test to measure dust abrasion to improve quality control of treated seeds
    - Innovative seed coatings improve adhesion and cut dust emissions by up to 95%, protecting users and the environment.
      - Fluency Agent (lubricant used to improve planting performance while further reducing potentially released dust)
      - Deflectors attachment to pneumatic sowing equipment (at least 90% of dust particles are directed onto the soil)
  - **In spray applications:**
  - Continuous label revisions incl. use reductions to improve pollinator safety by reducing the potential for exposure – Systematic and explicit exclusion of flowering application for intrinsically bee-toxic neonicotinoids
- Local use scenarios: Ensuring that products are only marketed when required personal protective equipment has proven suitable for the country

Technologies in focus

Genetically Modified Crops

One enabler of food security and efficient land use

Read more in Bayer's Genetically Modified Crops Report

About GM crops

- GM crops developed by using genetic engineering, a method that allows plant breeders to take a desirable characteristic (e.g., resistance to drought, insects, or tolerance to herbicides) found in nature and transfer it from a plant or another organism to the plant they want to improve.
- The most widely commercialized traits by Bayer confer herbicide tolerance (HT) and targeted pest resistance (IR), used in row crops like corn, soy
- Bayer is one of more than 30 GM crop developers
- Developing a new GM crop takes up to 16.5 years and a $115 million investment per new crop[1]

GM crops contribute to

- Food security and the resilience of food supply chains, by enabling higher yields on less land
- Increased farmer income
- Efficient land use, preserving natural habitats and preventing deforestation
- Enabling a reduced use of crop protection products
- Enabling conservative tillage systems
- Reduced greenhouse gas emissions

Ensuring Product Safety and Responsible Use

- Comprehensive scientific testing and regulatory reviews ensure GM crops are safe for people, animals and the environment
- Global regulatory review include studies on protein safety, food & feed safety as well as an environmental risk assessment Participation in Excellence Through Stewardship (ETS) as global program that promotes the responsible management of GM crops
- We provide a Technology Use Guide (TUG) to grower customers using our technology, educating growers concerning sustainable use

Addressing concerns

- In our Genetically Modified Crops Report we provide detailed information on the safety of GM crops - according to regulators and independent scientific evaluation, studies show that there is:
  - No evidence of harm to humans and animals
  - No significant difference compared to conventional crops
  - No adverse effects on pollinators or non-target species
  - No negative impact on plant genetic diversity

1. https://croplife.org/plant-biotechnology/regulatory-2/cost-of-bringing-a-biotech-crop-to-market
2. B. Delaney, et al, "Evaluation of protein safety in the context of agricultural biotechnology," Food and Chemical Toxicology, Vol. 46, 2008
3. J. Romeis, et al, "Genetically engineered crops help support conservation biological control," Biological Control, Vol. 130, 2019

Technologies in focus

Glyphosate

A critical and safe tool for modern agriculture

Read more in Bayer's Glyphosate Report

About Glyphosate

- One of the most extensively studied herbicides in the world with an unmatched combination of efficacy, cost, and safety
- Widely used non-selective herbicide controlling both grass and broadleaf weeds by inhibiting an enzyme found only in plants and certain bacteria – not humans
- Used by farmers (row crops, orchards and vineyards) and land managers (control of weeds along highways, railroads, utility lines; parks, gardens)
- Combining glyphosate with crops that are tolerant to it (e.g. HT corn, cotton, soybean) has transformed agriculture and farming
- Key component of an IWM strategy

Contribution to Sustainability

- Systemic role in preserving food security, by safeguarding yields through combating weeds
- Enables reduced-till farming, which leads to a decrease in soil erosion and water loss and allows more CO_2 retained in the soil while requiring fewer tractor trips
- Helping to build soil fertility with organic material
- Socio-economic benefits for farmers

Addressing concerns

In our Glyphosate Report we provide detailed information on the safety of Glyphosate-based products, supported by 40+ years of evaluations :

- **Based upon studies** that thoroughly examined dietary exposure, metabolism in mammals, acute and repeated dose toxicity, genotoxicity, carcinogenicity, developmental and reproductive toxicity, effects on the endocrine system, and neurotoxicity **independent experts and leading health authorities have repeatedly concluded that glyphosate herbicides exhibit low toxicity, do not disrupt endocrine systems, and are not mutagenic or carcinogenic**.
  - Glyphosate's physiochemical properties, environmental fate and pharmacokinetics contribute to extremely low human exposures
  - Every global regulatory body that has evaluated the comprehensive toxicology and human safety data has concluded that glyphosate does not cause cancer.
- Regulators reaffirmed the safety, include EPA, EFSA, and authorities in Canada, Japan, Australia, Korea, Brazil
- At environmentally realistic exposure levels, it also is not toxic to wild mammals, birds, fish, aquatic invertebrates and terrestrial invertebrates, such as earthworms, honeybees and other pollinators.

IWM: Integrated Weed Management , EPA: United States Environmental Protection Agency, EFSA: European Food Safety Authority

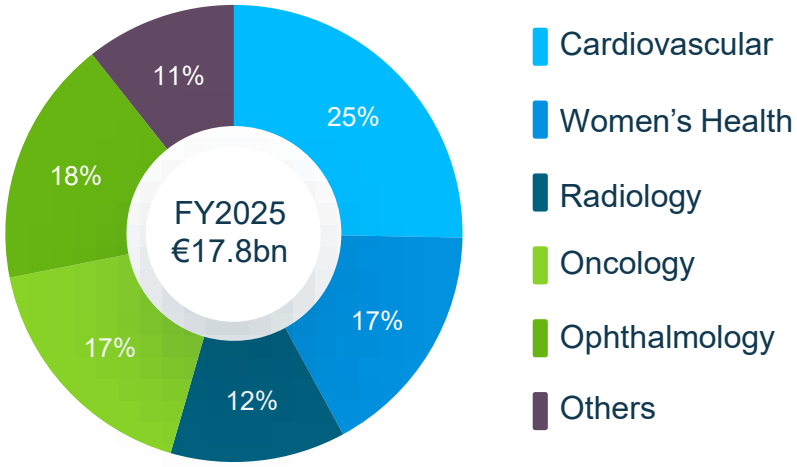
Pharmaceuticals

- **How does Bayer's Pharmaceuticals business sustainably advance innovation to address medical needs?**
- **How does Bayer's Pharmaceuticals business contribute to health equity and sustainable access to healthcare?**
- **How does Bayer's Global Health Unit (GHU) advance access and affordability?**

Operating in an Attractive yet Rapidly Changing Market

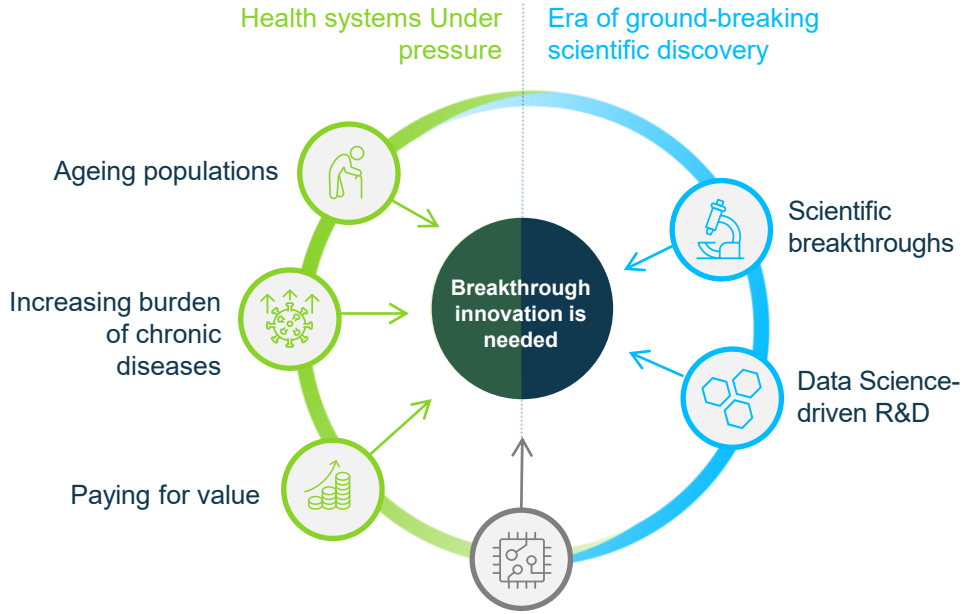
We aim for advancing science and improving lives based on our diversified portfolio

Pharmaceuticals Sales Across Therapeutic Areas



In %, based on sales 2025

Market Dynamics in the Pharma Market underline the Need and Demand of Transformational Change



Redefinition of disease

Precision treatments for homogeneous populations |
Shifting to cure and prevention, holistic care beyond "the pill"

Revised Innovation Model to Rapidly Rebuild Pipeline

R&D Expenses of €3.5bn in 2025

Focus

Narrowed research focus from eight to four core therapeutic areas:

- Oncology
- Cardiovascular+[1]
- Neurology & Rare Diseases
- Immunology

Quality

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

Capabilities

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

Productivity

Shift to value creation, product-centric operating model and streamlined but robust governance

[1] Including Precision Cardiovascular, Nephrology & Acute Care

Innovation to Improve People‘s Lives

Selected assets addressing high unmet need

	Lynkuet® (Elinzanetant)	Asundexian	Bemdaneprocel (Phase III) & AB-1005 (Phase II)
Diseases	**Vasomotor symptoms** associated with menopause or endocrine therapy for breast cancer	**Secondary Stroke Prevention**	**Parkinson’s disease**

Innovation	// First non-hormonal, oral, dual neurokinin-targeted therapy
	// Demonstrated consistent benefits and safety profile in treatment of VMS, with additional benefits in sleep disturbances and menopause-related quality of life
	// Launched in U.S. in November, approved in EU+
		// First successfully completed Phase III study of a Factor XIa Inhibitor
		// Engagement with Health Authorities initiated; granted Fast Track Designation by FDA
		// Potential to become a new treatment option in Secondary Stroke Prevention
			// Bemdaneprocel is the first PSC-derived dopaminergic cell therapy with positive data in Parkinson’s disease
			// AB-1005 is being developed as a one-time, neurorestorative gene therapy aimed to protect and restore lost dopaminergic function
			// Both therapies aim to alter disease progression and reverse symptoms over time, so patients remain independent

Addressing high unmet need			

	// ~ 1.3m women per year entering menopause transition in US[1]
	// ~ 4 in 5 women experience hot flashes, and ~3 in 5 women experience sleep disturbances[2]
	// 2/3 of women not choosing / not eligible for hormone therapy[3]
		// ~12m strokes per year[4]
		// Stroke is the third-leading cause of death and second leading cause of disability[5]
		// 10% of patients having a recurrent stroke within first year and 20% within the first 5 years[6]
			// The prevalence of PD has doubled over the past 25 years; almost 12 million people live with PD globally[7]
			// So far only symptomatic treatment options available which wane in efficacy as the disease progresses[7]
			// Significant unmet need for longer-lasting therapies that will alter the disease trajectory

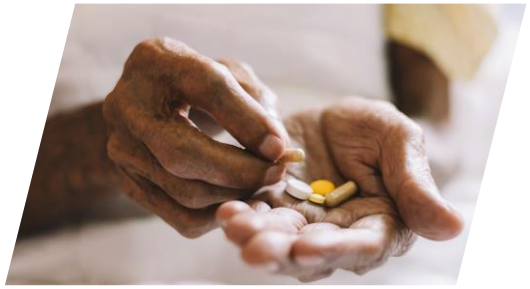
VMS: Vasomotor symptoms, FDA: U.S. Food and Drug Administration

1 NIH. https://www.ncbi.nlm.nih.gov/books/NBK507826; 2 Market Research - IPSOS - Global VMS Women Segmentation; 3 Project Heat Market Research, 2018 SHA VMS Prescriber analysis; 4 Feigin VL, et al. World Stroke Organization (WSO): Global stroke fact sheet 2022. International Journal of Stroke. 2022 Jan;17(1):18-29 [Accessed: December 2025]; 5 *World Stroke Organization. GlobalFact Sheet 2025*; 6 Kolmos M et al., J Stroke Cerebrovasc Dis. 2021, 30(8),105935; 7 *Mayo Clinic. Parkinson’s disease. 2024*; Luo Y, et al. Global, regional, national epidemiology and trends of Parkinson's disease from 1990 to 2021: findings from the Global Burden of Disease.

Enhancing Sustainability in R&D

Driving positive impact beyond innovation, safety, efficacy, and quality

Enable Access to Medicine



A review of Bayer's pipeline assets against Global Health benefits is part of every target profile evaluation

Bayer aims to prepare a holistic patient access plan for all pipeline assets no later than in phase II

Diversity in Clinical Trials

We are dedicated to inclusive research by making our clinical trials more accessible to underrepresented communities

We aim to improve representation in research, through:

- // Partnering
- // Community engagement
- // Patient education
- // Cultural competencies

Animal welfare

We aim to refine and minimize the use of lab animals and to employ alternative methods whenever possible.

- // Leveraging computer-based and in-vitro tools in early compound screening
- // Participation in international projects aimed toward achieving replacement methods
- // High standards to internal and external study conduct

Ecological Footprint

We aim for more transparency about ecotoxicological properties of our products and drive initiatives to minimize the footprint in the future.

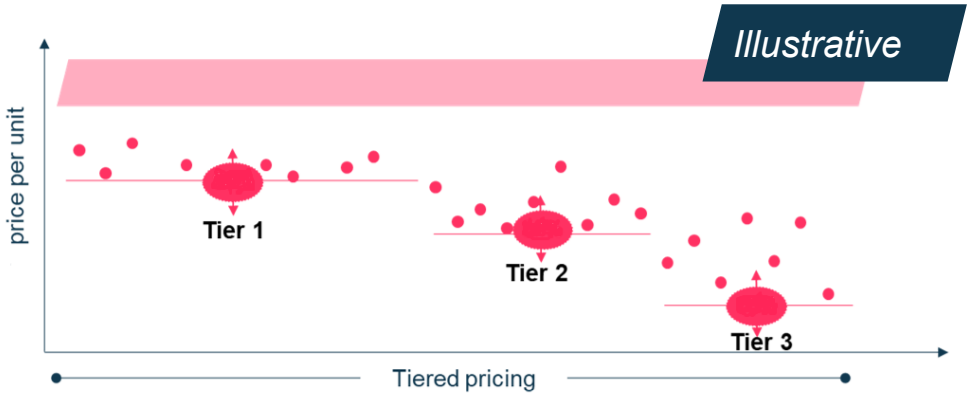
- // Active participation in PREMIER consortium (Prioritisation and Risk Evaluation of Medicines in the Environment) fostering public environmental data access
- // Initiative to consider ecotoxicological endpoints in early compound screening

Driving Access to Medicines

Bayer Pharmaceutical Division's Patient Access Charter

From R&D to market access: increasing our impact and the affordability of our medicines

- **Integrating access consideration in R&D**, incl. assessing global Health benefits in every target profile evaluation, establishing access plans for all pipeline assets no later than in phase II
- We are committed to **making our developed drug products available** in all countries where we conduct clinical studies
- Continued and cost-free **access for clinical study participants to bridge the period until the drug is available on the market**
- We apply **equitable pricing frameworks** for our innovative brands with flexibility for LMICs.
  - For our global products like Adempas™, Eylea™, Kerendia™, Kyleena™, Mirena™, Nexavar™, NUBEQA®, Stivarga™, Verquvo™ and Xarelto™, incl. specific new launches, we have established the framework conditions
  - With this approach we intend to reach more patients that stand to benefit from medicines and achieve a level of broader, sustainable access
- In many countries of the world we have **Patient Support Programs** in place with the intention to support people in getting access to the medicines they need



Pricing tiers based on the GNI/capita*

Our Global Health Unit builds on these cornerstones to ***drive further initiatives*** in many LMICs

*World Bank Country and Lending Groups – World Bank Data Help Desk

Providing 100m Women in LMICs with Modern Contraception

Our multi-channel access model

The Challenge

- Reducing poverty, protecting maternal and child health, driving economic development, and achieving sustainable development
- >200 million women in developing regions who want to avoid pregnancy are not using safe and effective family planning methods, central to women's empowerment[1]
- Gender inequality is still high, teenage pregnancy and maternal death are serious health concerns, especially in LMICs
- The need to provide reproductive supplies and services will further increase

Our Main Levers

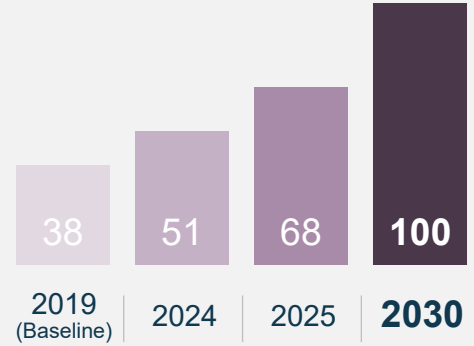
- Access to modern contraception through Preferential pricing for UN, government tenders & NGOs, Expanded product choice for hormonal IUD programs, Local manufacturing, Continuous quality & cost improvement
- Commercial access model based on Equitable pricing, Public procurement mechanisms, Large regulatory footprint in LMIC
- Partnerships: Funding of HSS (supplier agnostic), MoU and joint programs with UNFPA, Supply of Active Product Ingredient to other manufacturers
- Digital outreach: Global "Your-Life" webpage and social media, Local programs and collaboration on digital education, World Contraception Day partnership and community

Our Target

- We aim to fulfill the need of 100 million women in LMICs for modern contraception by 2030[2]

Our Progress

Progress in 2025 is largely attributed to 2 key channels: selling active ingredients 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.



1 Around 224 million women still don't access family planning | UN News
2 For more information on the methodology please see https://www.bayer.com/sites/default/files/2025-method-paper-ph-final.pdf
LMICs: low-and middle-income countries; HSS: Health Systems Strengthening

Global Health Unit (GHU)

Fostering inclusive and sustainable Growth

Our goals to tackle our vision to enabling Health Equity in LMICs

- Further enhance access to medicines and eliminate barriers for underserved populations, primarily, but not exclusively, in more than 50 LMICs where Bayer's Pharmaceuticals division has no or limited presence.
- Delivering against our
  - commitment to increase availability and affordability of our innovative pharma products in LMICs
  - Our target to fulfill the need of 100m women in LMICs for modern contraception
- Increasing patient reach, top-line and cashflow at reasonable profitability

Scope of the GHU

Family Planning *NCDs* *NTDs*

Measures / activities

- Expand existing social business models and unlocking additional donor funds
- Drive access via patient support programs and pricing schemes
- Leverage partnership programs aimed at capacity building and health system strengthening in LMIC

LMIC: Low-Middle-Income Countries, NCD: Non-communicable disease, NTD: Neglected tropical disease

Family Planning

We reach 68 million women in LMICs today

Product supply

Leveraging our portfolio and adapting our production capacities to extend our reach

- Portfolio of long- and short-acting contraceptives, including oral and injectible contraceptives, IUDs incl. hormonal IUDs, and implants
- Women in LMICs are supplied via
  - international development programs (e.g., UNFPA) that are typically provided free to end users;
  - national family-planning initiatives, and
  - commercial channels
- Production capacity is being expanded to meet demand; new facility in Costa Rica inaugurated in 2025

Partnerships

Collaborations with multilateral and philanthropic partners to advance rights-based family planning and strengthen local health systems

- Guiding principles: demand-driven local governance, capacity building, sustainable long-term impact, and direct contribution to our target to provide Access for 100m Women to Family Planning
- Key partner: The Challenge Initiative (TCI)
  - co-sponsored and supported since July 2020
  - implemented across Asian and African cities
  - >6m women received voluntary family planning access through TCI channels by 2025

Digital initiatives

Knowledge transfer and digital engagement as basis to broaden access to modern contraception

- Providing non-judgmental, evidence-based information to young people, e.g. via
  - World Contraception Day (since 2007)
  - Your Life campaign
- Multi-channel engagement (website, social media channels, chatbots) to inform and to enable access to modern contraception
- Conclusive model in place that accounts for the conversion of women reached through digital initiatives to users of modern contraception

Improving Non-Communicable Disease Patient Care

Focus on local prevention, management, and treatment standards

Selected Bayer partnership projects:

Leveraging our strong portfolio and expertise in the area of NCD with a special focus on cardiovascular diseases as the number one cause of death globally, chronic kidney diseases as well as cancer.

Working along two core pillars:

1. Healthcare capacity strengthening to build enabling environment
2. Providing affordable and sustainable access

1 AYA – Integrated Heart Health Iniative

ongoing

Laying the groundwork for achieving scalable and sustainable solutions to advance holistic and integrated NCD management in Ghana

- AYA builds on the former Ghana Heart Initiative and extends to a broader NCD scope
- **Goals/scope:** Improving the quality and integration of NCD service delivery at health facilities through Networks of Practice (NoPs), enhancing capacity building for healthcare providers at all levels of the healthcare system, empowering patient self-management for chronic conditions. Conducting screening for Obesity, Hypertension, and Diabetes II and ensuring respective linkage to counselling and care.
- **Measures:** Up to 8 NoPs capacitated for integrated
- CVD and Diabetes II management, >150k patients are screened and treated, >2m Ghanaian patients benefit from improved services, up to 2,800 healthcare professionals are trained

2 African Access Initiative

ongoing

Capacity Building for Sustainable Access for HCC Patients in Africa

- **Goals/scope** : Establish sustainable access to cancer medicines & technologies, build clinical oncology capacity, address the cancer data gap in Africa through clinical trials, expand awareness of cancer in Africa
- **Measures** include, e.g. advocacy, training of health care providers, drug access, awareness activities

3 The Bayer-Karkinos Community Wellbeing Program

2023 - 2025

Strengthening early cancer detection in underserved communities across Mumbai and Puducherry in India

- **Goals/scope**: Offering free, community-based screenings for oral, breast, cervical, colorectal, and prostate cancers to prioritized high-risk and vulnerable populations. Demonstrating that accessible, targeted screening saves lives and builds health awareness.
- **Measures**, The program reached >100k individuals for risk assessment and conducted >12k screenings

LMIC: Low-Middle-Income Countries, NCD: Non-communicable disease, NTD: Neglected tropical disease

Tackling Neglected Tropical Diseases

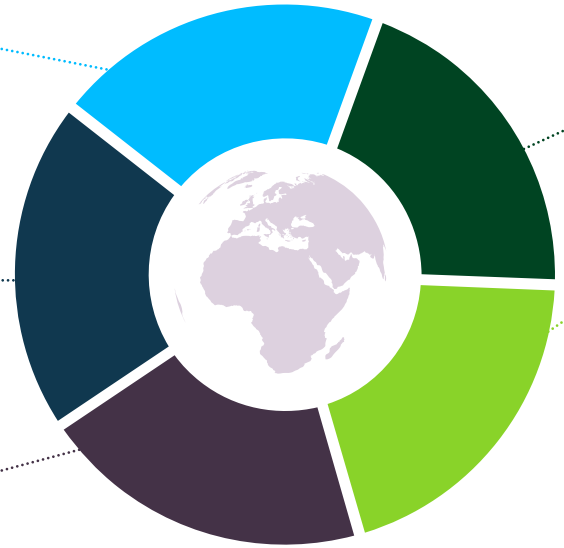
Bayer's portfolio covers 5 of the 21 WHO-listed neglected tropical diseases

Collaboration

- Since 2002, Bayer has been
  - partnering with WHO in fighting NTD
  - donating essential medicines and providing financial support to eliminate NTDs as global health problem
- In 2025, Bayer extended its commitment to fight NTDs as outlined in the WHO NTD Roadmap 2021-2030 and signed a new Support Agreement with WHO for the period 2025-2030

Bayer is sole manufacturer of Suramin, Nifurtimox and Niclosamide classified by WHO as “essential medicines”:

- **African sleeping sickness (HAT)**
- **Chagas disease**
  - endemic in Latin America but now spreading globally to previous non-endemic countries like the US and Spain
  - Bayer developed a pediatric formulation to meet the treatment needs for infected children; first registered in the US, then in endemic countries but also Spain and Germany in 2024
- **Taeniasis (pork tapeworm infection)**



R&D in public private partnership for the development of Emodepside in the indications

- **Onchocerciasis** (river blindness) with Phase IIb beginning in 2026, and
- **Soil-transmitted helminthiasis (STH)** with Phase III clinical trial beginning in 2026

We are committed to the WHO NTD Roadmap 2021–2030 and we are signee of the Kigali Declaration on NTDs since 2022

HAT: Human African Trypanosomiasis; STH: Soil-Transmitted Helminthiasis

Access to Medicine Index

Top 10 result maintained

2024 AtMI Results

- Governance of Access (4th)
- Research and Development (11th)
- Product Delivery (10th)

Positive drivers at Bayer

- **Governance:** ATM strategy integrated in corporate strategy, including compensation; robust compliance control; patient reach reporting for its contraceptives in LMICs
- **R&D:** Structured access planning in place
- **Product Delivery:** Comprehensive access strategies for existing portfolio

Improvement levers in AtMI for Bayer

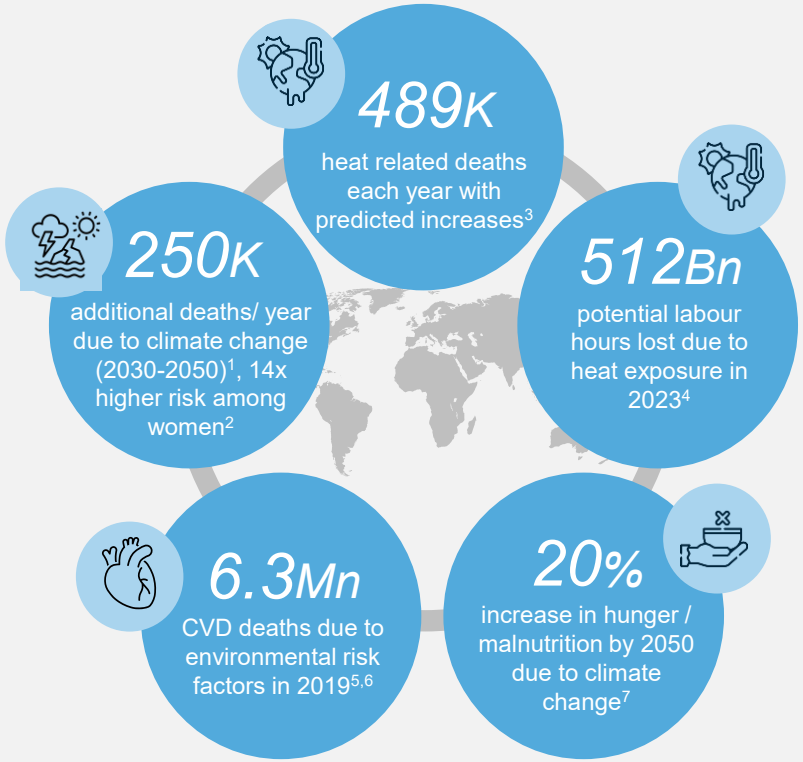
- Ensure access plans for all NCD projects and broaden the geographic coverage of these plans to include more LMICs
- Improve access to NCD products in LICs
- Publicly report on progress and outcomes of its Global Health Unit

Source: Access to Medicine Index 2024; ATMi: Access to Medicine Index, HCP: Healthcare professional; LMIC: Low- and middle-income country; WHO: World Health Organization

Meeting Medical Needs Associated with Climate Change

The climate crisis is a health crisis

Global challenges



Our Focus Areas

We identified 5 adaptation opportunities leveraging Bayer's expertise against climate-change-sensitive health risks:

- Heart health
- Kidney health
- Reproductive health/ Women
- Clear breathing
- Nutrition
  Hunger for none

Sources: 1. WHO; 2. United Nations; 3. Heat and health; 4. Lancet; 5. Rajagopalan. S. (2021); 6. Al-Kindi. S. (2023); 7. World Food Programme

Pharmaceuticals and Consumer Health: Our Water Targets[1]

Reducing water withdrawal in our own operations

The Global Challenge

- ~700 million people could be displaced by intense water scarcity by 2030[2]
  - Water scarcity: demand for water exceeding available supply
  - Amplified by climate change and economic growth
  - Risk to Food Security, Health and Economic & Political Stability

Our Main Levers

- Replacing once-through by closed-loop cooling systems
- Reusing of treated wastewater
- Reducing water for off-gas treatment
- Collaborations on various levels from the UN to rural communities

Our Target

- Our Pharmaceuticals and Consumer Health divisions aim to **reduce their water withdrawal[3] by 20%**, related to a 2024 baseline, by 2030

Our Progress

- Lower withdrawals from surface- & groundwater
- Lower heat load to rivers
- Lower long-term operating costs
- Higher production resilience

1 For more information on our overarching water strategy please see slide 28.
2 Water scarcity | UNICEF
3 Weighted by the water stress and the own share of the respective regions' total withdrawal

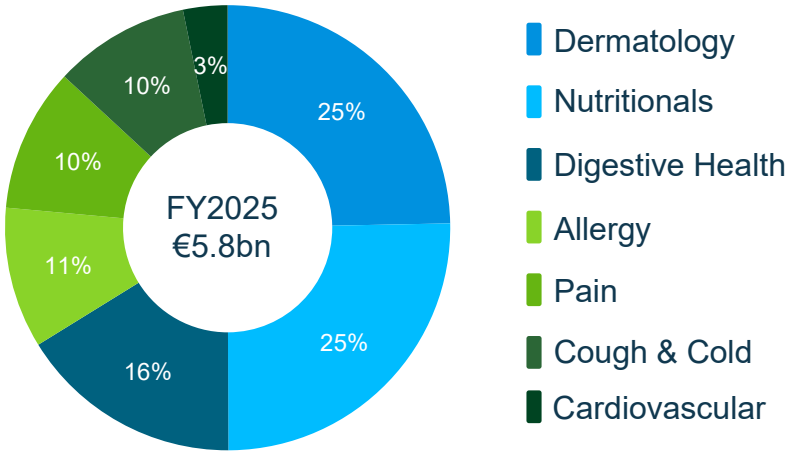
Consumer Health

- How does Bayer's Consumer Health business contribute to accessible, affordable, and sustainable self-care?
- How does Consumer Health support improved health outcomes, including for underserved populations?

We are Active in an Attractive Consumer Health Market

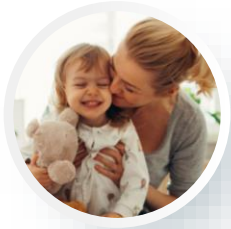
Reaching 560 million consumers worldwide with our well-balanced core portfolio

Consumer Health sales across Categories



In %, based on sales 2025

Industry Growth Drivers


Self-Care focus


Healthcare systems overstretched


Digital ecosystems & personalization


Digital commerce


Cough & cold dynamics


Ageing population & growing middle class

Health for All through Access to Self-Care

Our vision: reach billions to live healthier lives

Large global need is still unmet

- 50% of the world depends on self-care for healthcare[1]
- 39M quality-adjusted life years gained thanks to selfcare by 2030[2]
- Expected industry OTC volume growth by 2030[3]
  - +30% in Developed Markets
  - +90% in Emerging Markets

Our levers to improve access

- Reach more people by means of trusted selfcare solutions, including e.g.
  - Designing physically and financially accessible solutions for low-income consumers
  - Growing demand through education and advocacy, leveraging our brands and partners
- Focus on Health that matters:
  - Prenatals: 160M+ pregnancies/ year globally[4]
  - Heart health: 700M+ hearts and lives at risk[5]
  - Clear breathing: 100M+ people in increasingly polluted/hot cities[6]
  - Pain: 500M+ people managing pain to maintain livelihood[7]
- Elevate the self-care industry
  - Partnering with WHO Foundation to support integrating more self-care interventions into global health systems

1. WHO, Billions left behind on the path to universal health coverage, September 2023.
2. Global Self-Care Federation, Economic & Social Value of Self-Care Report, 2022.
3. Based on data from GSCF Socio-economic value of self-care 2022. Growth calculated for 2022-2030
4. UN World Population Prospects Report 140M births + 20% (estimated miscarriages)
5. Heart Health: British Heart Foundation, Global Heart & Circulatory Diseases Factsheet 2025
6. Heat Extremes - C40 Cities, 2022-soga-cities-report.pdf
7. Bayer's estimate

Growing our Brands

Continuous development, in line with customer needs

Iconic Brands With Leading Market Positions

- ASPIRIN — **#1** Cardio
- Bepanthen — **#2** Wound Care
- Redoxon — **#1** Immunity
- Canesten — **#1** Women's Intimate Health
- Rennie — **#2** Heartburn EMEA
- Claritin — **#2** Allergy
- elevit — **#1** Healthy Baby
- Iberogast — **#6** Digestive Health EMEA
- ONE A DAY — **#1** Multivitamins NA
- MiraLAX — **#2** Constipation NA
- Afrin — **#1** Nasal Cold NA
- Berocca — **#1** Energy

Innovating across Four Growth Drivers

Core Business | *Geographic expansion & access*

Innovation on unmet needs | *Digital commerce & health platforms*

Designing innovation with accessibility, the environment and human health in mind:

- New formulations
- New delivery forms
- Solutions for specific customer requirements
- New packaging designs
- New technical applications
- New medical devices
- Rx-to-OTC switches

Source: Market 360, MAT 2025, Value, SAM - Strategically Addressable Markets, Top corporations / brands (private label not counted), brand positions in their respective biggest sub-category / segment(s)

Providing Self-Care to 100 Million in underserved communities

Self-care as a first and last line of care

The Challenge

- More than half the world's population has no access to basic and essential health services due to affordability and or a lack of access to clinics, pharmacies and other treatment options
- Preventable diseases continue to affect large part the underserved population, further exacerbated by lifestyle changes and climate impact on health.
- There is increasing burden on the health care system while funding diminishes.

Our Target

- Supporting 100 million people in economically or medically underserved communities with self-care by 2030[1]

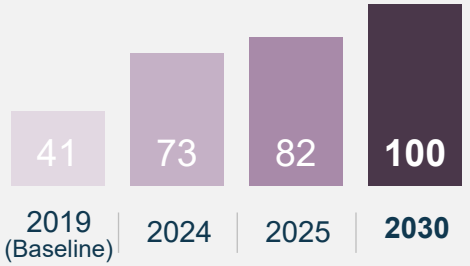
Self-care is ability of individuals, families and communities to promote health, prevent disease, maintain health and cope with illness and disability with or without the support of a healthcare provider What is self-care? | Global Self-Care Federation

Our Main Levers

- Solutions that address key health needs of low-income populations (e.g., prenatals, cardiovascular, allergy, pain, digestive health, fatigue, cough & cold).
- Accessible formats and pricing tailored to purchasing preferences and financial realities, including sachets, bulk packs, and retailer-friendly display solutions.
- Last-mile distribution channels reaching underserved communities through independent pharmacies, small family-run businesses, and social marketing organizations.
- Targeted education initiatives for healthcare professionals and consumers to improve understanding of therapeutic areas and safe treatment options.

Our Progress

In 2025, we accelerated our progress, thanks primarily to increased penetration of our accessible portfolio, especially in India. We also saw a bigger impact from our partnership with Vitamin Angels.



1 For more information on the methodology please see https://www.bayer.com/sites/default/files/2022%20Method%20Paper%20CH%20FINAL.pdf

New Incubator: Expanding Reach and Improving Health Outcomes

Innovative business models within a five-year frame

Selected Initiatives

ASPIRIN

Partnership with the Novartis Foundation, in Cardio for Cities initiative

- **Challenge:** Cardiovascular disease as leading cause of death globally, with ~700m people at undetected risk
- **Outcome:** help reduce heart attack incidence by 5% by strengthening health systems and promoting self-care, starting in NYC as pilot city
- Plan to expand to other US cities, Middle East, LATAM
- 3A self-care interventions model:
  - Awareness: Normalize CVD
  - Assessment: Widespread screening
  - Access: Improve primary care

elevit

Multiple Micronutrient Supplementation (MMS)

- **Challenge:** >160m pregnancies globally p.a., 70% of which occur in emerging markets where many mothers lack access to essential nutrients, leading to high risks of birth defects and stunting
- **Outcome:** expanding access to affordable MMS in emerging markets
  - Health system strengthening and inclusion of MMS into antenatal care within national health systems
  - Expanding global supply of quality MMS
  - Generating awareness and demand for MMS among pregnant women

Nutrient Gap Initiative 2025 Achievements – A One Bayer Flagship

Enabling access to vitamins and minerals for 50 million in underserved communities by 2030

FOOD

Solutions to grow fruits, vegetables, grains, animal proteins

SUPPLEMENTS

Essential supplementation

38M people in underserved communities enabled access to essential vitamins and minerals (vs. 26M FY'24)[1]

Bayer #1 on Nutrition World Benchmarking Alliance Food & Agriculture Index in 2026, including #1 in Healthy Food Systems

ACCESS TO NUTRITION

- Acceleration Supradyn Daily **India**
- **5M+ women and babies** with Vitamin Angels
- Launched **MMS prenatal** manufacturing
- Launched **5 new varieties** of nutrient-dense vegetables

NUTRITION EDUCATION

- **500K** people engaged in India, Indonesia, Kenya with Reach52, incl. smallholder farmers since 2021
- **1,000 HCPs** took Prenatals Continuous Medical Education curriculum with Vitamin Angels since 2020
- **100% Nutrition** campaign in India

ADVOCATING for BETTER NUTRITION

- **Nutrition For Growth'25** Summit
- National government **MMS scale-up** roadmap support (incl. Indonesia, Ethiopia, Nigeria)

Seminis | Redoxon | Supradyn | vitamin angels | reach52 | BETTER LIFE FARMING

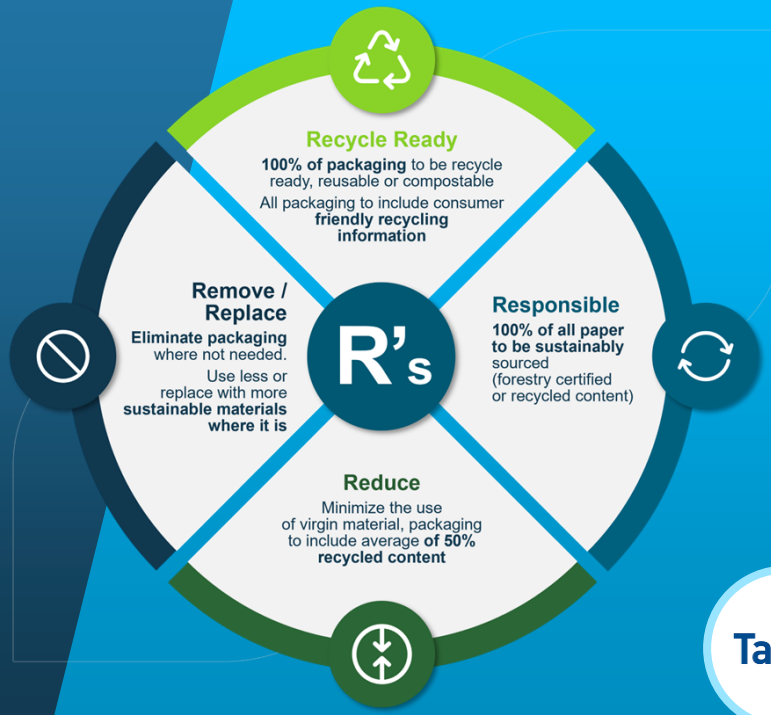
1 Contribution from Consumer Health and Crop Science

Contributing to Sustainable Packaging

We aim for transitioning all Consumer Health products to 100% recycle-ready packaging[1]

- We aim to decrease our Ecological footprint and transition to circular packaging options that are **Recycle-ready, Responsible**, and **Reduce, & Reuse materials**.
- We launch new packaging solutions and innovation that match consumers' expectations but also reduce materials and resources.
- We signed the Global Self-Care Federation's Environmental Sustainability charter, to encourage industry-wide progress on the most material environmental challenges of the self-care industry.
- We joined the Blister Pack Collective to replace plastic packaging with a new dry-molded fiber blister pack made from renewable plant fibers.

4R principles



Examples

- Refillable bottle + refill packaging for Bepanthen™ dermatology products introduced in 2023
  - ***-80%** packaging by weight*
- Launch of industry-first, PVC-free mono-PET blister packaging for *Aleve* Netherlands in 2024 with:
  - ***-38%** carbon footprint**
  - ***-18%** weight**
  - ***-78%** water use**

*improvements are all per unit

- Launch of Bayer's first mono-PP blister in 2025 with further roll outs planned

1 Where safety permits and regulations allow

LEAPS by Bayer

- What is the strategic purpose of Leaps by Bayer within the Group?
- Which long-term sustainability impacts does Leaps by Bayer target?
- What about progress of Leaps by Bayer investments?

Shifting key paradigms in life sciences by accelerating transformative biotechnologies

Leaps by Bayer: our investment arm for breakthrough biotechnologies

Approach

// Leaps' mission: Invest in **breakthrough technologies** and disruptive business models

// **"10 Leaps"**[1] represent the articulation of the Leaps by Bayer vision & goals: Advancing **from treatment to cure**/prevention in health and from **more to better** in agriculture

// **Use minority equity** to found new & invest into existing **start-ups**, i.e. **early-stage innovation** across all divisions

// Create business models **balancing financial return with impact**

// **Impact mesurement** via "Wellbeing Adjusted Life Years" (WALY)[2] that Leaps introduced together with the Happiness Research Institute

Facts & Figures (see Annual Review 2025)

// Invested **>2.1 bn USD in >65 companies** since it was established in 2015

// With >20 follow-on and new investments investments in 2025 the Leaps by Bayer portfolio comprised >45 biotech and tech start-ups at the end of 2025.

// For facts on our impacts please see our Impact Report

1 For more information please see next slide.
2 For more information please see https://leaps.bayer.com/approach#return-for-humanity

The 10 Leaps support Bayer's vision of *Health for all, Hunger for none*

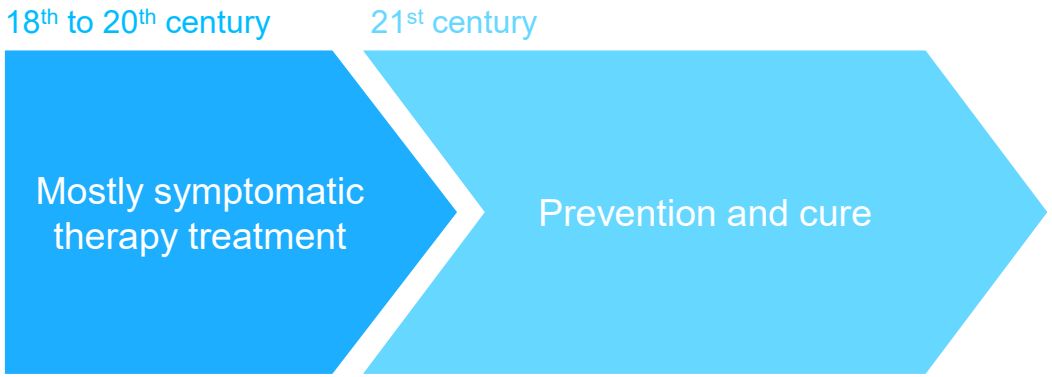
Strategic rationale & 10 Leaps

The 10 Leaps

1. Cure genetic diseases
2. Provide sustainable organ & tissue replacement
3. Reduce environmental impact of agriculture
4. Prevent and cure cancer
5. Protect brain and mind
6. Reverse autoimmune diseases and chronic inflammation
7. Provide next-generation healthy crops
8. Develop sustainable protein supply
9. Prevent crop and food loss
10. Transform health with data

Health | Agriculture

Key considerations



- **Regenerative medicine** could potentially cure patients that currently can only be treated symptomatically
- Progress in one of the most **devastating** diagnoses: **cancer**
- Sustainable **organ supply**

- Produce **better food** with **better nutrition**
- **Better use of land and resources**
- **All with significantly less impact on the environment** (climate change, deforestation, pollution, and general environmental degradation)

The confluence of biology, chemistry, and data sciences provides breakthrough technology investment opportunities

Examples of technology

Synthetic biology

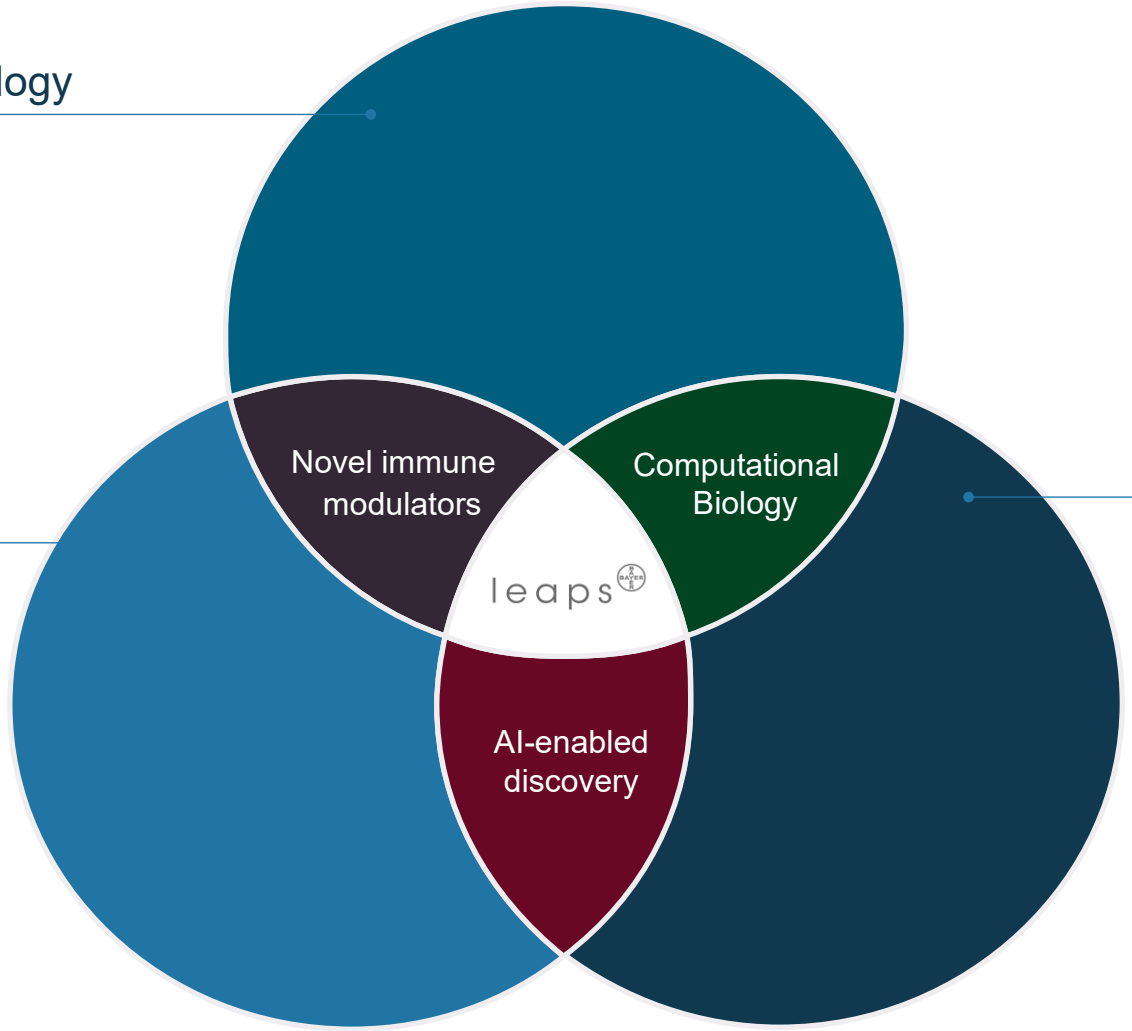
Cell engineering and delivery

// Gene editing
// iPSC
// Gene delivery
// m/s RNA
// Gene expression

Frontier biology

New insights into cell biology

// Biomolecular condensates
// Protein degradation
// Single cell interrogation



Deep tech

Applied engineering & computation

// Automation and simulation
// Precision analysis and application
// Computing powers
// Integration & hyper connectivity

Selected Portfolio Companies

High-level overview and current status

The 10 Leaps

- Cure genetic diseases (1)
- Provide sustainable organ & tissue replacement (2)
- Reduce environmental impact of agriculture (3)
- Prevent and cure cancer (4)
- Protect brain and mind (5)
- Reverse autoimmune diseases and chronic inflammation (6)
- Provide next-generation healthy crops (7)
- Develop sustainable protein supply (8)
- Prevent crop and food loss (9)
- Transform health with data (10)

Health | Agriculture

pairwise

7

Gene editing for precision breeding

A **world leader in applying CRISPR** based gene editing to plants

- Successful development of high-yielding, seedless and thornless blackberries
- Extension of collaboration with Bayer for an additional 5 years, with a focus and exclusivity on short stature corn
- Partnerships with Mars on more resilient cocoa and with Sun World International on pit less cherry

andes

3

Carbon sequestration through microbes

A leading pioneer in the field of Ag inputs to sequester carbon.

- Carbon sequestration microbe commercialized over a progressively greater number of acres since 2022
- Big removal credit contract with Cargill in 2024/2025
- Methodologies and findings published in 2 papers in 2025
- Focus on gaining third party validation of their ability to store carbon in the soil

egenesis

ENGINEERING LIFE

2

Gene editing and genome engineering for transplantation

Works on safe and effective human transplantable organs, tissues, and cells

- US FDA clearance of IND application for the treatment of patients with acute-on-chronic liver failure in 2025
- Gene-edited pig kidney xenotransplants got FDA IND clearance for clinical trials
- 1st patient has surpassed seven months of kidney function post-transplant; 2nd successful transplant completed

SOUFFLÉ therapeutics

1 2 4 5 6

Novel internalizing receptors to develop targeted genetic medicines

Focuses on Cell-specific ligands to deliver siRNA-based medicines

- Soufflé is currently in preclinical development focusing on direct conjugates of payloads with ligands binding new receptors
- 4 new collaborations: 1 with Bayer on siRNA in cardio-metabolic area, 3 with 3 other pharma companies

FDA: U.S. Food and Drug Administration, IND: Investigational New Drug Application, siRNA: small interfering ribonucleic acid

Contact Persons

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