

**Marcel Smits**, Singapore

Born on September 14, 1961, in Eindhoven, Netherlands

Dutch citizen



Director at SF Investment Management Pte. Ltd.

- 1986 LLM Tax Law and MBA, University of Amsterdam, Netherlands
- 1988 CPA, NIVRA – Royal Netherlands Institute of Registered Accountants
- 1986 – 1999 Various positions in Commercial and Finance at Unilever in the Netherlands, Colombia and China, lastly as Senior Vice President Greater China
- 1999 – 2004 Chief Financial Officer (CFO) at Vendex KBB, Netherlands
- 2004 – 2009 Chief Financial Officer (CFO) at KPN, Netherlands
- 2009 – 2012 Chief Financial Officer (CFO) and as of 2011 Chief Executive Officer (CEO) at Sara Lee, USA
- 2013 – 2018 Chief Financial Officer (CFO) at Cargill, USA
- 2018 – 2022 Chief Executive Officer (CEO) Asia Pacific, Global Head of Strategy and Enterprise Leader Financial Businesses at Cargill, Singapore
- since 2023 Director at SF Investment Management Pte. Ltd., Singapore  
Member of the Board of Directors (non-executive) of Entobel Holding Pte. Ltd., Singapore
- since 2026 Member of the Board of Directors (non-executive) of Pacific Hybreed, Inc., USA

Membership on German statutory supervisory boards:

- none

Membership in comparable supervisory bodies of corporations in Germany or abroad:

- Member of the Board of Directors (non-executive) of Entobel Holding Pte. Ltd.
- Member of the Board of Directors (non-executive) of Pacific Hybreed, Inc.

As the head of his family office SF Investment Management, Marcel Smits helps young people and early-stage companies achieve success, sometimes as an investor, a coach or advisor. Most of these young people and companies are in the sustainability space, in businesses such as cultivated meat, recycling, methane capture and insect protein. Marcel Smits does not perform other significant activities.

In addition to his international business experience, Marcel Smits has extensive skills and experience in the areas of agriculture and nutrition, finance, internal controls and risk management, HR, governance and compliance, as well as sustainability and climate protection. His skills and experience are based on knowledge acquired as Chief Financial Officer at different listed companies in the Netherlands and in the USA as well as through senior leadership positions in Asia Pacific. Marcel Smits worked in various industries such as Food and Agriculture, Fast Moving Consumer Goods as well as Telecommunications and Retail. He has held non-executive board positions at, among others, Dutch insurance company Delta Lloyd, Euronext and Dutch union FNV Bondgenoten.

The Supervisory Board has satisfied itself that Marcel Smits is able to meet the expected time commitments for performing his Supervisory Board duties, taking into account his other commitments.

The Supervisory Board regards Marcel Smits as independent. The Supervisory Board does not consider there to be any personal or business relationships between Marcel Smits on the one hand and the companies of the Bayer Group, the governance bodies of Bayer Aktiengesellschaft, or any stockholder that directly or indirectly holds more than 10 percent of the voting shares of Bayer Aktiengesellschaft on the other, that are of material significance to the decision of the Stockholders' Meeting regarding his election.