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.
Agenda

1. Key-note speech
   - Bill Anderson
     Chief Executive Officer & Chief Sustainability Officer

2. Regenerative Agriculture
   - Frank Terhorst
     Head of Strategy & Sustainability, Crop Science

3. Access to Self Care
   - Daniella Foster
     Head of Public Affairs, Market Access & Sustainability, Consumer Health

4. Global Health Unit
   - Dr. Claus Runge
     Head of Public Affairs, Sustainability & Internal Engagement, Pharmaceuticals

5. Introduction in new role
   - Dr. Chitkala Kalidas
     Head of Environment, Social & Governance (ESG)

6. Climate Transition Plan
   - Matthias Berninger
     Head of Public Affairs, Sustainability & Safety

7. Q&A
   - All Speakers & Attendees
Keynote speech

Bill Anderson

Chief Executive Officer & Chief Sustainability Officer
Real impact towards an important mission

OUR MISSION and VISIONS

Health for All, Hunger for None.

Produce 50% More.
Restore Nature.
Scale Regenerative Ag.

Treat the Untreatable.
Cure Disease.
Offer Hope.

Help Billions of People to Live Healthier Lives with Most Trusted Self-Care Solutions.

OUR AREAS of IMPACT (Full-Year 2023)

20% Scope 1 & 2 emissions reduction vs. 2019

Climate Action

Health Equity

Food Security

20% Scope 1 & 2 emissions reduction vs. 2019

46 mil Women in LMIC with modern contraception

75 mil People in underserved communities with self-care

53 mil Smallholder farmers

For details on commitments, methodology and progress, please refer to Bayer Sustainability Report

1Including our strategic investments in India
Regenerative Agriculture

Frank Terhorst

Head of Strategy & Sustainability, Crop Science
Our vision of regenerative agriculture

Our Vision aspires to address global challenges at scale

**Produce 50% More.**

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

**Restore Nature.**

To meet our 2030 sustainability commitments

**Scale Regenerative Ag.**

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

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**Sustainability Commitments**

**30%**

Reduction in GHG emissions per kg of crops produced

Baseline published. First reporting of progress will be published for 2024.

**30%**

Reduction in crop protection impact on the environment


**25%**

Improvement of water use per kg of rice produced

Starting in India; base year calculated, validation process still ongoing.

**100m**

Empower 100m smallholder farmers

53m smallholder farmers reached against 42m in base year 2019.

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FAO = Food and Agriculture Organization; GHG = Greenhouse Gas; 1 For details on commitments, methodology and progress, please refer to Bayer Sustainability Report
Outcome-driven, multi-season, system approach

Bayer products support system solution approach to deliver Regenerative agriculture outcomes
Our business potential

Agriculture input market growing over two percent to meet demand
Potential to double our accessible market through investments in innovation in adjacent spaces

>100bn\(^1\) EUR
2023 Global Ag Input Market

>200bn\(^1\) EUR
2030 Global Ag Input Market & Related Adjacencies

Adjacent Spaces
- Carbon
- Biofuels
- Digital Platforms
- Crop Fertility
- Digital Marketplaces
- Precision Application

Crop Protection
Seed and Traits

>2\%
expected annual growth rate in crop protection and seed & traits market

>2x opportunity

62\% out of the of most committed companies in climate have disclosed commitments related to Regenerative Ag\(^2\)

1 Company estimates  
2 Based on market research encompassing 85 global leaders along the value chain renowned for their sustainability strategies and climate commitments

// Bayer /// ESG Investor Update Webinar /// June 2024
CS portfolio and innovation support Regenerative Ag outcomes and unlock new Market potential

Business examples showcase contribution to Regenerative Ag and growth potential

**Core business enables Regen Ag outcomes and sustainability commitments**

- **Direct-seeded rice (DSR)**
  Reduce water use (up to 40%) and GHG emissions (up to 45%) compared to traditional seeded rice. Goal to reach 1M hectares in India by 2030.

- **Preceon Smart Corn system**
  Unlock additional yield potential by optimizing crop inputs & protection against high winds.

- **CP Portfolio**
  Utilize advanced technologies and data-driven insights to optimize input use, generate science-based environmental impact reduction and support informed decision-making.

- **Leadership position through our pipeline**
  32bn Peak Sales Potential
  10 new blockbuster products in next decade each with >0.5bn € peak sales potential.

**Investments in innovation in adjacent spaces enable CS to grow further within >200bn¹ EUR accessible Market**

- **Biofuels (CoverCress)**
  Climate-smart seed technology that acts as low-input winter oilseed cover crop; helps store carbon in soil and improve soil health.

- **Carbon (ForGround, ProCarbono)**
  Creation of new revenue stream for farmers; storing soil carbon and promoting healthier soils.

- **Precision Application**
  Collaboration with remote sensing start-up company Sentera for further environmental impact reductions (Aerial WeedScout).

- **Digital Platforms**
  AgPowered Services with Microsoft Azure Data to power regenerative agriculture systems (data-driven services).

**Produce 50% More. Restore Nature. Scale Regenerative Ag.**

1 Company estimates
Access to Self-care

Daniella Foster

Head of Public Affairs, Market Access & Sustainability, Consumer Health
Reimagining our vision to serve Billions of people

Meeting consumers’ everyday health needs with science-based solutions, while accelerating business growth at scale

Challenges

- Overstretched **health systems**
- **50% of the world** without access to basic health services
- **Climate Change** biggest health threat

Opportunity

- **Self-care** first and last line of care
- **Double OTC sales volume** by 2030 in Emerging Markets

New Vision

- **Help billions of people** to live healthier lives with the **most trusted self-care solutions**
Meeting the needs of underserved consumers

We focus on the priority everyday health needs in underserved communities, as expressed by consumers and informed by medical insights, to transform self-care solutions, consumer empowerment and ecosystems.

**PORTFOLIO ADAPTATION**
Designed to meet underserved consumer and medical needs

**ACCESSIBLE END-TO-END SOLUTIONS**
Tailored education, accessible health tech, last-mile value chain

**SELF-CARE POLICY**
Advocate for accessible self-care ecosystems for all

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12% Net Sales
From accessible portfolio FY’23¹

75M people² reached
in underserved communities FY’23³

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¹ Sales of accessible portfolio that underpins number of people in underserved communities reached in FY’23
² Including our strategic investments in India
³ For details on commitments, methodology and progress, please refer to Bayer Sustainability Report
Bridging the Nutrient Gap for generations – India example

Bayer signature initiative to enable access to **essential vitamins and minerals** for 50M people in underserved communities annually by 2030 as One Bayer

**2023** >>> **30M** people reached  
#1 on Nutrition World Benchmarking Alliance Food & Agriculture Index

**In practice in India:** Delivering 100% Nutrition, from food to supplementation

- **50%** world’s anemic people are in India
- **2.5% GDP** lost to micronutrient deficiencies

**Last-mile education**
- Modern agriculture to feed India
- Accessible, affordable **essential supplementation**
- Prenatal multivitamins advocacy

**Solutions to grow fruits, vegetables, grains, animal proteins**

**Essential supplementation**

**Education for better nutrition**

**Advocacy for better nutrition**
Saving Hearts and Lives with Aspirin

People in underserved communities and on the front line of climate change (heat, pollution) have much higher cardiac risks, while they cannot afford heavy treatments.

Lowering the barriers to entry to diagnose heart risks and access life-saving and affordable heart solutions

**STEP 1**
Tailored Education
Collaboration with Ministry of Health, NGOs, Community Health Workers

**STEP 2**
Accessible Diagnosis Technology
Consumer empowerment through Tech solutions

**STEP 3**
Accessible, affordable solution
Last-mile distribution, adapted formats
What’s coming next: Charting the path to Health Equity for All
Leveraging our agile capabilities and mobilizing external partners

Serving the underserved with DSO

Radical focus on underserved consumer needs
Focused portfolio choices
Speed, Agility and Scale

Mobilizing ecosystem for Billions

Accelerating tech for health
Mobilizing the industry to enable policy environment
Enabling just transition in the face of climate change

Serving Billions Consumers
Global Health Unit

Dr. Claus Runge

Head of Public Affairs, Sustainability & Internal Engagement, Pharmaceuticals
Our Vision translates into Sustainable Impact Generation
Treat the Untreatable. Cure Diseases. Offer Hope.

Advance Gender Equity

Tackle Health Inequalities

Eliminate NTDs

Sustainability Goals & Commitments

100m women with access to modern contraception in LMICs by 2030, annually

AtMI Top 10 Tiered pricing and Patient Affordability Programs (PAPs) in LMICs, access to contraceptives, access planning in R&D, broad regulatory footprint for launch products

Kigali Declaration 20 NTDs as per WHO Roadmap, WHO collaboration, R&D efforts, localization & tech transfer

NTDs: Neglected tropical diseases  
LMICs: Low- and middle-income countries  
WHO: World Health Organization

1 For details on commitments, methodology and progress, please refer to Bayer Sustainability Report
Progress on Access to Contraception

Target 2030: Fulfill the need of 100 million women in LMICs for modern contraception¹

Key figure in million
Number of women reached in LMICs¹ who have their need for modern contraception fulfilled due to interventions supported by Bayer Partnerships: The Challenge Initiative (TCI), UNFPA Egypt

Source: Bayer Sustainability Report

<table>
<thead>
<tr>
<th>Region</th>
<th>Base year 2019</th>
<th>Status 2022</th>
<th>Status 2023</th>
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<tr>
<td>Latin America</td>
<td>38</td>
<td>44</td>
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<td>Europe/Middle East/Africa</td>
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</tr>
<tr>
<td>Asia/Pacific</td>
<td>9 million</td>
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We support individual health and well-being. This applies particularly to our world-leading products in women’s healthcare, including contraception. Family planning greatly improves the opportunity for girls and young women to complete their education and find employment. This, in turn, contributes to more equality and affluence, which plays a crucial role in improving health, as well as reducing poverty and hunger. Therefore, access to modern contraceptives is essential for future economic and social development.

¹We aim to fulfill the need of 100 million women in low- and middle-income countries (LMICs) for modern contraception by 2030.
Progress on Access to NCDs & NTDs Rx – more can be done

- Registrations of Kerendia in LMICs, 31 for Nubeqa
- Patients reached through PAPs in ‘21-’23, fueling growth in LMICs, 5.7 m
- Emodepside R&D (Phase III) HAT close to elimination (-98% cases)

NCDs: Non-communicable diseases
RX: Prescriptions
PAP: Patient affordability program
HAT: Human African trypanosomiasis
Introducing the Global Health Unit (GHU)

GHU Scope: Deliver against all divisional ESG Commitments, including the 100m challenge

Increasing patient reach, top-line and cashflow at reasonable profitability

Expand existing supranational business model to NCDs, NTDs & Oncology Portfolio

A Social Business Model for > 50 Underserved Markets Worldwide

Fostering Inclusive Growth

Strong, but not exclusive focus on LMICs with no Bayer PH presence (n=56 underserved markets)

PPPs, (supra)national tenders, patient access / pricing schemes, unlocking additional donor funds

Capacity building
GHU in Action
Expanding patient reach

Ambitions going forward

5 African Countries
Double digit m€ Value
Capacity Building
500 k Women
Introduction as new Head of ESG

Dr. Chitkala Kalidas

Head of Environment, Social & Governance (ESG)
Our new Global Head of ESG: Dr. Chitkala Kalidas

Introduction

Professional background

- Education: scientist by training; PhD in Microbiology from Cornell University
- Experience: ~25 years at the intersection of life sciences and business incl. management consulting, R&D portfolio management, global drug development & regulatory affairs, multi-stakeholder collaborations & public-private partnerships. Previous organizations include the Boston Consulting Group, Merck and Bayer
- Recent role: Global Head, Oncology Regulatory Affairs & Oncology Sustainability

Expertise in integrating sustainability into business

- Led Bayer Oncology Sustainability initiatives recognized by the US White House Cancer Moonshot Team, Ministries of Health in Egypt and Ghana
- Led the establishment of Bayer’s partnership with the Ministry of Women and Child Development in India’s Alliance for Global Good at Davos 2024

Ambitions going forward

- Advance Bayer’s ESG targets and demonstrate leadership in innovative sustainable business strategies that serve our customers
- Continuously enable greater transparency in our ESG reporting
- Further strengthen Bayer’s engagement with investors and ESG rating agencies
Climate Transition Plan

Matthias Berninger

Head of Public Affairs, Sustainability & Safety
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

- **Reduction**: Reduce our GHG emissions by at least 90% by 2050
- **Contribution**: Support climate contributions via nature-based solutions

II. Transformation to New Value Pools
Health for all. Hunger for none

- **Mitigation**: Through regenerative agriculture and agricultural solutions, we have the potential to reduce global GHG emissions by 1Gt

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

**Impacts Beyond our Direct Value Chain**

- **Upstream Scope 3**: Raw materials extraction, manufacturing, growing, processing & transporting
- **Scope 2**: Energy generation & transmission
- **Scope 1**: Innovation, manufacturing & global operations
- **Downstream Scope 3**: Use of products at our farmers, patients and consumers
- **Food & Health impacts on societies and climate**

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1. SBTi approved our near-term target until 2029. Net Zero Target alignment requested by: SBTi.
Transition towards Net Zero

- **Reduction Levers**
  - Regenerative Electricity and Site Utilities, Electric Fleet
  - Efficiency & Process Optimization
  - Technology Innovation incl. Carbon Capture
  - Supplier Engagement and Selection
  - Warehousing, Transporting, Travel, Packaging and More
  - Regenerative Agriculture and Innovation
  - Climate Contribution incl. long term removal

- **Net Zero Decarbonization Path**

  **2019 Base**
  - Own emissions: 3.76 mt
  - Value chain emissions: 9.99 mt

  **2023 Achievement**
  - Own emissions: 3 mt
  - Value Chain emissions: 9.18 mt

  **2024 Shot-Term target**
  - -20% own emissions
  - -6 value chain emissions

  **2029 near-term targets**
  - -42% own emissions
  - -12.3% value chain emissions
  - 100% renewable electricity

  **2050 long-term target**
  - -90% emissions including our entire value chain & removing the remaining emissions

**Legend:**
- Scope 1, 2 & 3 Emissions in mtCO2-e
- Permanent long-term removals in mtCO2-e
- Climate Contributions & Nature-based solutions in mtCO2-e

\(1\)Reduction Levers Own Operations (Scope 1 and 2)
Supporting 100 million smallholder farmers¹

Supporting 100 million people in economically or medically underserved communities¹

Satisfying the need of 100 million women in LMICs for modern contraception¹

¹ For details on commitments, methodology and progress, please refer to Bayer Sustainability Report

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Questions & Answers