



# Sustainability Update Investor Webinar

June 12<sup>th</sup>, 2025

Start time 9h30 EDT  
15h30 CEST  
14h30 BST





# 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.



# Agenda



Opening remarks

1

**Bill Anderson**

Chief Executive Officer & Chief Sustainability Officer



Navigating Global Challenges

2

**Matthias Berninger**

Head of Public Affairs, Sustainability & Safety



Sustainability highlights

3

**Dr. Chitkala Kalidas**

Head of Environment, Social & Governance (ESG)



Pharmaceuticals Update

4

**Dr. Claus Runge**

Head of Public Affairs, Sustainability & Internal Engagement, Pharmaceuticals



Consumer Health Update

5

**Daniella Foster**

Head of Public Affairs, Market Access & Sustainability, Consumer Health



Crop Science Update

6

**Frank Terhorst**

Head of Strategy & Sustainability, Crop Science



Q&A

7

**All Speakers & Attendees**





# Progress and Highlights of our Sustainability Journey

Pathway recently reaffirmed by the Board of Management

In 2024, we reached

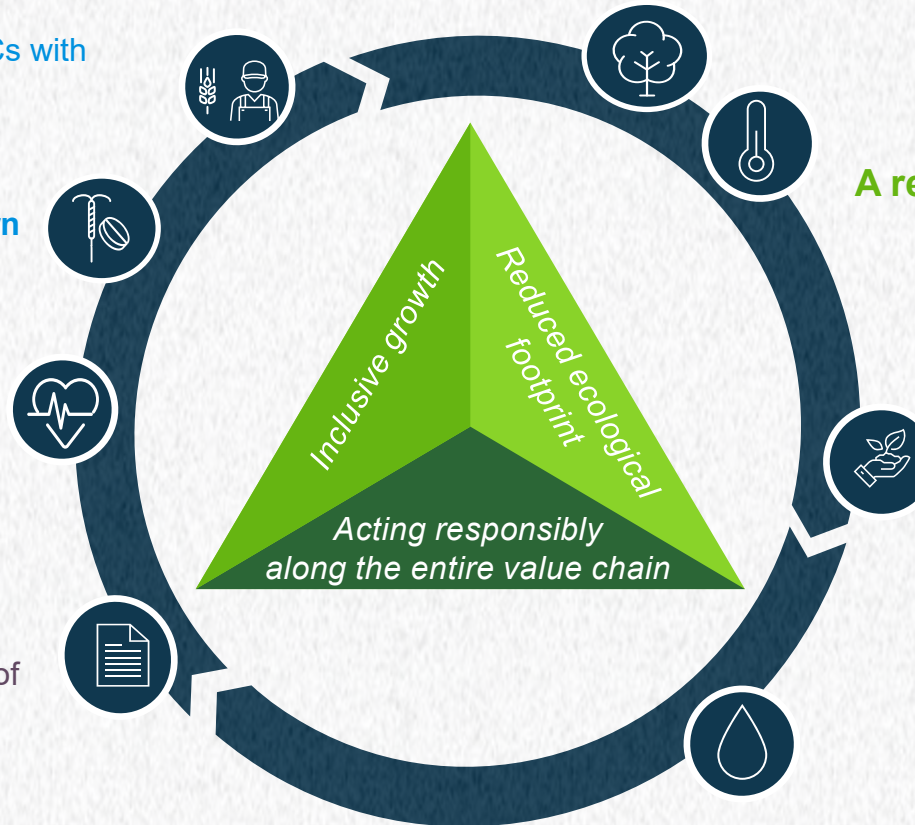
**52m** smallholder farmers in LMICs with our products and services<sup>1</sup>

**51m** women in LMIC with modern contraception<sup>1</sup>

**73m** people<sup>2</sup> in underserved communities with self-care<sup>1</sup>

**New reporting setup:**

- **Sustainability Statement** as part of the Annual Report in line with ESRS
- Complementary **Impact Report**



In 2024, we achieved

**21.3%** Scope 1 & 2 emissions reduction<sup>1</sup>

**12.7%** Scope 3 emissions reduction<sup>1</sup>

**A revalidation of our climate targets by SBTi, including a new net zero target by 2050**

**9%** reduction of our overall farming customers' on-field GHG intensity<sup>3</sup>

**13%** reduction in crop protection environmental impact<sup>4</sup>

New **20%** reduction targets of our Pharmaceuticals and Consumer Health divisions regarding their **water withdrawals**<sup>5</sup>

For details on commitments, methodology and progress, please refer to the Sustainability Statement in Bayer's Annual Report 2024 and to Bayer's Impact Report.

<sup>1</sup> Compared to the 2019 baseline

<sup>2</sup> Including our strategic investments in India

<sup>3</sup> Against the overall weighted base-year greenhouse gas intensity of 726 kilograms CO<sub>2</sub>e per metric ton of crop produce based on the data collected for harvest years 2022 or 2023

<sup>4</sup> Against the overall weighted base-year greenhouse gas intensity of 726 kilograms CO<sub>2</sub>e per metric ton of crop produce based on the data collected for harvest years 2022 or 2023

<sup>5</sup> Water withdrawals, including purchased water, weighted by water stress and the own share of the region's total withdrawal by 2030 vs. 2024

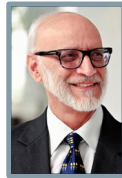


# Bayer's Sustainability Council Moving Forward

Strategic and operational support on value-adding projects in our sustainability strategy

## Outcome focused multi-level engagement

- // Ongoing advisory role to management on the implementation of our integrated sustainability strategy
- // Expanding support to include operational teams alongside strategic focus
- // Identifying and leveraging sustainability-related value pools
- // Leveraging the Council's external perspective, networks, and expertise, to further integrate sustainability into our business models and ways of working



### Ashok Gulati

// Professor of Agricultural Economics at the Indian Council for Research on International Economic Relations (ICRIER)



### Carolyn Miles

// Gender Equality Advocate, Professor, and former CEO of Save the Children USA



### Christian Klein

// **Chair of the Council**  
Professor of Sustainable Finance at the University of Kassel



### Cori Wittman Stitt\*

// CEO of Wittman Farms, specialized in sustainable farming



### Dante Pesce-Gonzalez

// Global Expert on Business and Human Rights, Founder/Chairperson of Vincular-Center Foundation (Chile)



### Facundo Etchebehere\*

// Co-founder of Ambition Loop, Sustainability and Public Affairs Leader



### Lisa Lange\*

// Associate Director EOS at Federated Hermes Limited



### Philipp Roesler\*

// CEO of Consensor 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

*\*new to the Council*





# Division lives up to its mission "Health for All"

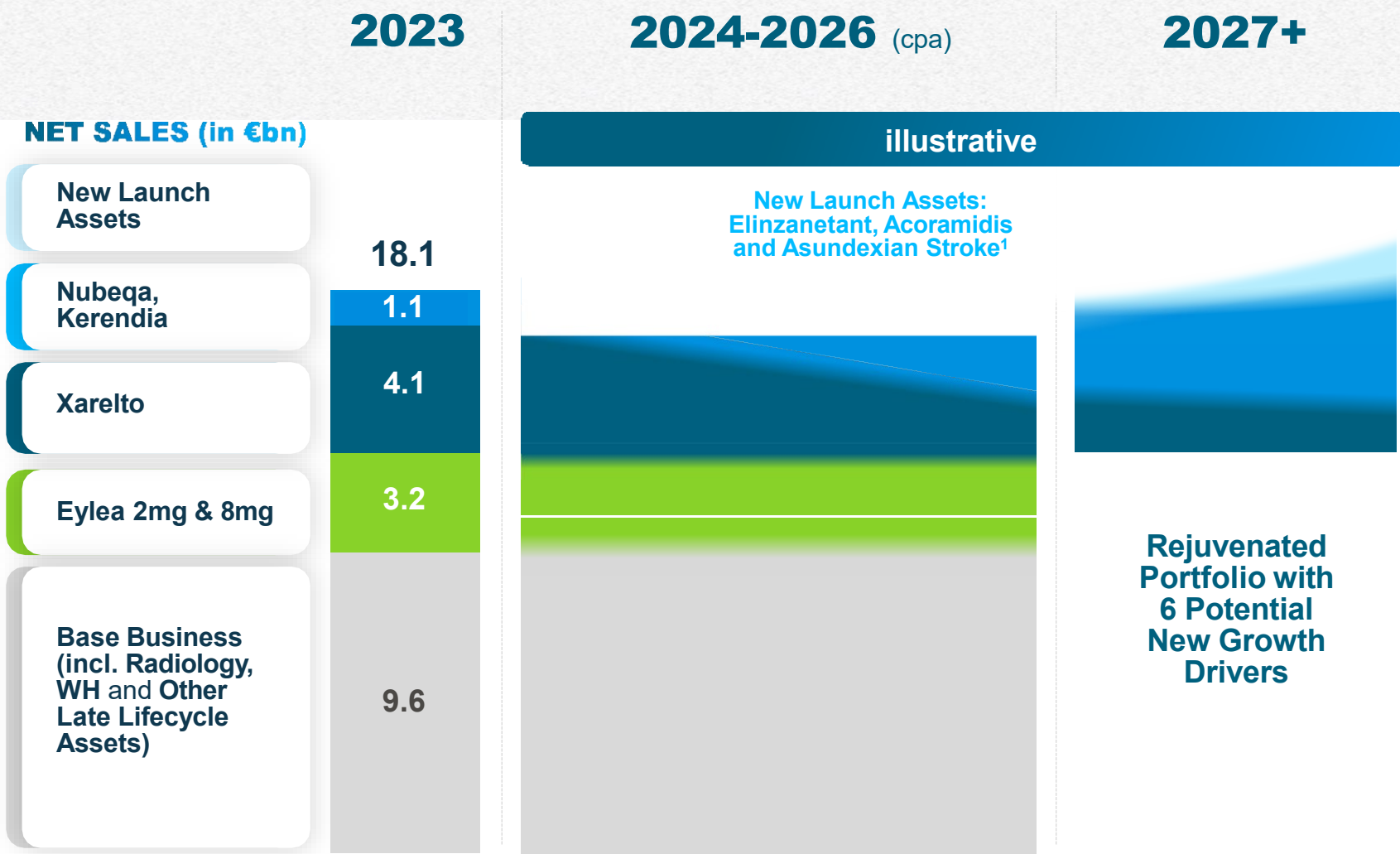
Global Health Unit fosters access to Bayer's portfolio in LMICs, commits to serving 100m women with contraception





# Building Momentum for Long-Term Growth as of 2027

Global Health Unit supports Divisional Strategy, contributes to the business across product lifecycles in LMICs



- Return to sales growth by 2027
- Expand EBITDA margin before special items by 2028
- Increase R&D productivity to further revitalize pipeline



# Global Health Unit: Inclusive Growth across Portfolio

## Key Progress in 2024 / 2025

### New launch assets & pipeline



NTDs: Emodepside (whipworm inf.) received Orphan Drug Designation by FDA



Up-scoring for assets with global health & LMIC opportunities in development assessment

### Nubeqa and Kerendia



Kerendia registered in 42 markets (+11 vs. prior year), 3 out of 5 top-selling countries are LMIC

Nubeqa registered in 35 markets (+9 vs. prior year), screening & capacity building in India

### Xarelto Eylea



By 2024, 6m patients reached via affordability programs driving inclusive growth

### Base // GHU progress



First funding activated from supply partnership with a Gulf State's Africa aid organization

Strongest yoy growth (+5m) in women reached, 60m in reach in 2025 due to acceleration plan

Localization of production into SSA will strengthen AtM Ranking, unleash Gov't funding





# Health for All through Access to Self-Care



**Help billions of people live healthier lives with the most trusted self-care solutions**



## REACH MORE PEOPLE



**“Help Billions”**



## HEALTH THAT MATTERS



**“Live Healthier”**

<b>Prenatals</b>	<b>Heart Health</b>	<b>Clear breathing</b>	<b>Pain</b>
<b>~160M+</b>	<b>600M+</b>	<b>200M</b>	<b>500M+</b>
pregnancies/year globally <sup>1</sup>	Hearts and lives at risk <sup>2</sup>	people in increasingly polluted & hot cities <sup>3</sup>	people managing pain to maintain livelihood <sup>4</sup>

## ELEVATE INDUSTRY



**“Trusted Self-Care”**



1 UN World Population Prospects Report 140M births + 20% (estimated miscarriages)  
2 Heart Health: British Heart Foundation, [Global Heart & Circulatory Diseases Factsheet 2025](#)

3 Heat Extremes - C40 Cities, [2022-soga-cities-report.pdf](#)  
4 Bayer's estimate



# Growing Trusted Brands with Access and Sustainability



## Growing demand



### NUTRITION EDUCATION + SYSTEM CHANGE

500K people educated via reach52 Community Health Workers

9M<sup>1</sup> women & babies to benefit from improved prenatal policy in Indonesia

<sup>1</sup> [Unicef](#). 4.5M birth in Indonesia 2023. Number doubled to include impact on baby  
/// Sustainability Update Investor Webinar 2025



## Accessible solutions



### LOW-INCOME PORTFOLIO

+78% low-income consumers reached since 2019

20% of Volume

11% of Net Sales



## Decreasing footprint



### PACKAGING: PVC FREE BLISTER

-38% carbon footprint\*

-18% weight\*

-78% water use\*

\*improvements are all per unit



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

2030+

## Expand beyond the Core



Biological solutions



Biofuel seeds

...

*Accelerating by 2027 and beyond*

## Capitalize pipeline value in Core



Corn S&T



Soy S&T



Other S&T



Core CP

*In execution*

## Strengthen the foundation

Portfolio & R&D

Product supply

GTM & Global functions

Cash

>€3.5bn

Incremental net sales incl. innovation '24-'29<sup>1</sup>



Sales



Dynamic Shared Ownership



Margin



Cash Flow

>€1.0bn

Margin improvements '24-'29<sup>2</sup>

>€1.5bn

Cumulative cash freed from working capital '24-'29<sup>3</sup>

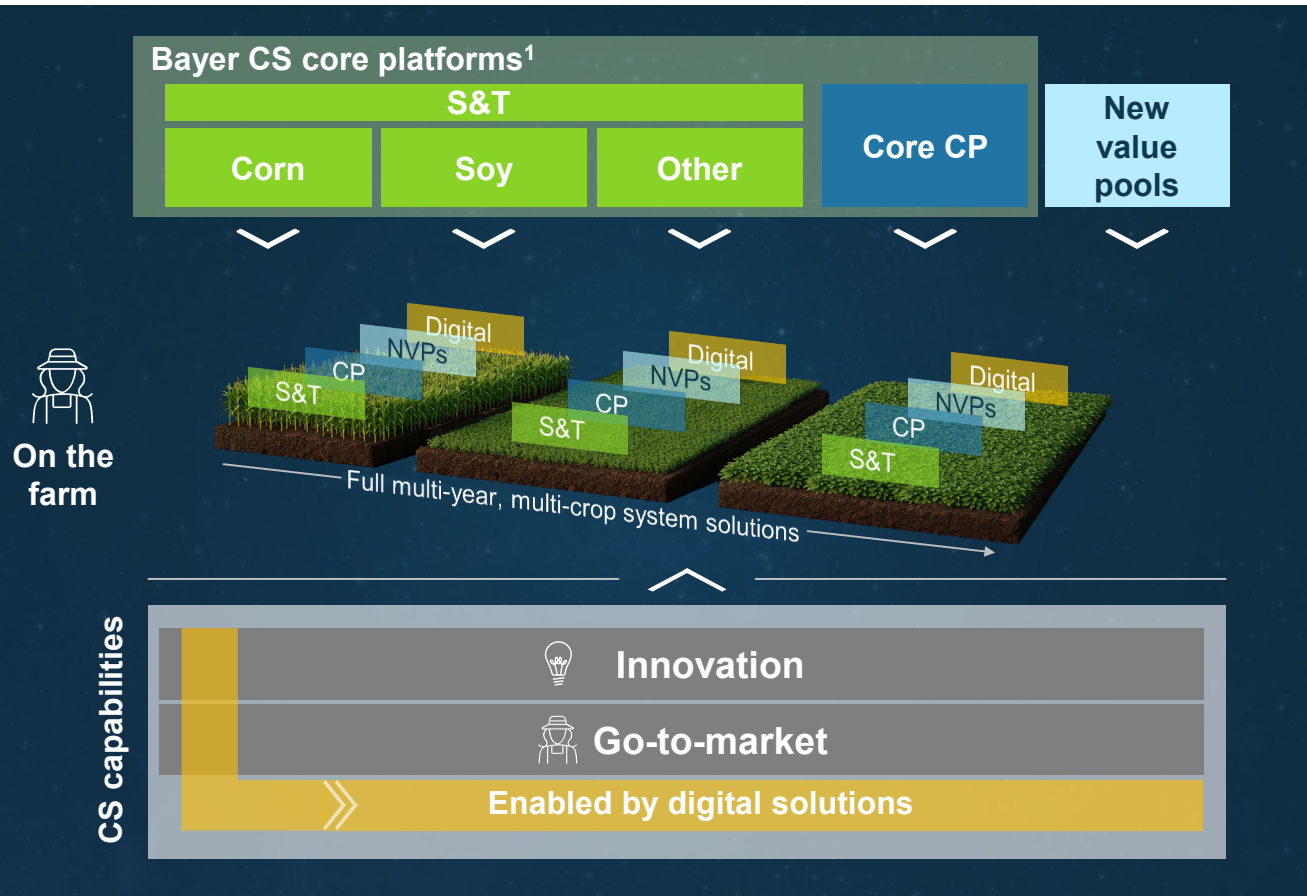
1. At constant FX 2. Impact on top of DSO efficiency savings and growth effects 3. Cumulative cash impact '24-'29, incrementally on top of cEBITDA effect





# Driving Agricultural Solutions Through Innovation and Responsible Business Conduct

## Our business model



1. Glyphosate not included in Core as it will be steered separately from core platforms 2. Market refers to S&T and CP market; rank based on 2024 financials.  
3. New hybrids and varieties for row crops and vegetables launched in 2024. 4. Reached almost 5.3M external contacts, incl. 4M farmers, through training on the safe and efficient use of our products.

## Our Innovations

**Unique pipeline of high order for farmers to enable regenerative agricultural systems.**

*~500 new seeds per year<sup>3</sup>*

**Crop Protection portfolio combining high efficacy & low environmental impact.**

*Crop Key: Data- & AI-enabled R&D technologies to achieve unprecedented levels of precision, safety and sustainability*

**Unmatched global market reach, further differentiated by our digital solutions**

*>250m subscribed acres across 23 countries*

**Biofuels:** Provider in novel energy intermediate crop seeds

*3 Cover crop types already in commercial portfolio*

**Biologicals:** Pioneering in open innovation model in the ag ecosystem

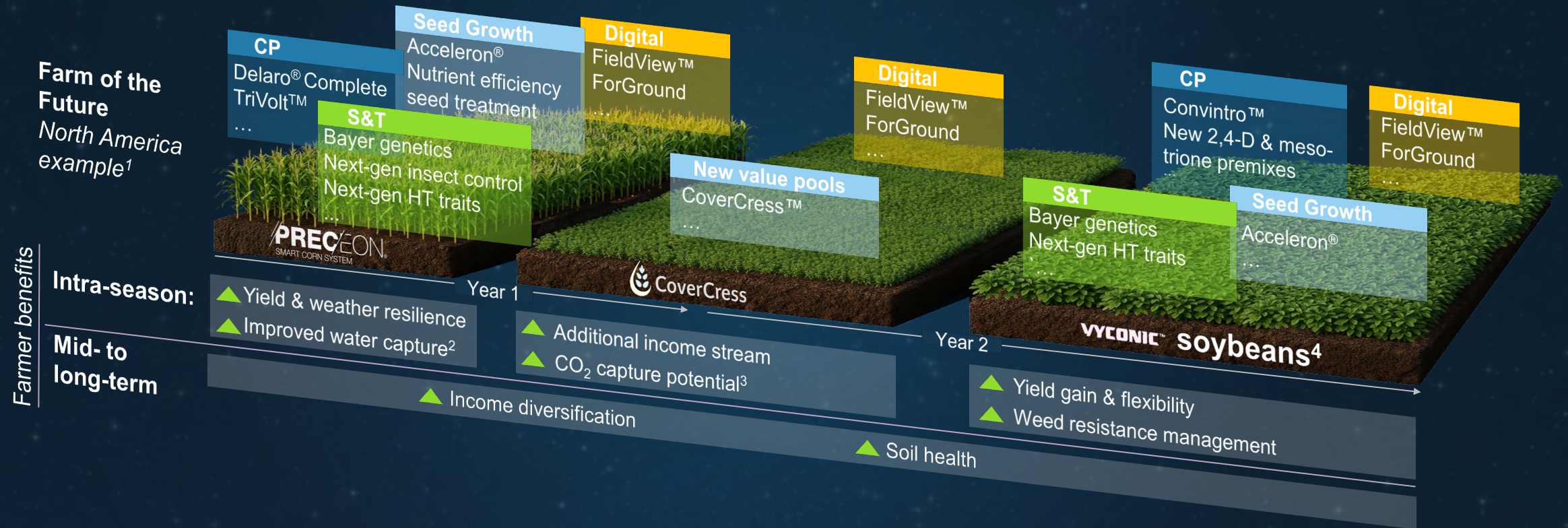
*>15 Biological solutions projects in pipeline*





# Future of Agriculture: We are the only company with the portfolio and innovation to scale regenerative Ag and unlock new farmer value

**Regen Ag market shift:** From individual products → To integrated systems across seasons that deliver farmer profits & resilience



**We benefit from shift as only provider in the market offering full multi-year, multi-crop system solutions, including S&T, CP, digital, and new value pools**

1. This slide is aspirational and may be subject to regulatory approvals and final verification. 2. Preliminary scientific research indicates that deeper roots facilitate enhanced exploration of the soil profile for improved access to water and nutrients. 3. Initial data shows potential carbon sequestration benefits, which may enable farmers to capitalize on the commercialization of low carbon intensity fuel feedstock for the biofuels sector. 4. No dicamba may be used in-crop with Vyconic<sup>™</sup> Soybeans, unless and until approved or specifically permitted, and no dicamba formulations are currently registered for such use. Please follow [www.roundupreadyxtend.com/pages/xtendimax-updates.aspx](http://www.roundupreadyxtend.com/pages/xtendimax-updates.aspx) for status updates. Dicamba may harm crops that are not tolerant to dicamba.

Health for all, Hunger for none



# Questions & Answers

- // Please specify your First Name, Last Name and Company in the "Name" field in zoom, in order to allow for a correct identification.
- // To ask a question please click on the 'raise your hand' icon. When you will be called to ask your question, you first have to unmute yourself by confirming the corresponding prompt that will appear on your screen.