Science for a Better Life

Credit Suisse Global Basic Materials Conference

September 17, 2020
Liam Condon,
President of the Crop Science Division

Forward-Looking Statements

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

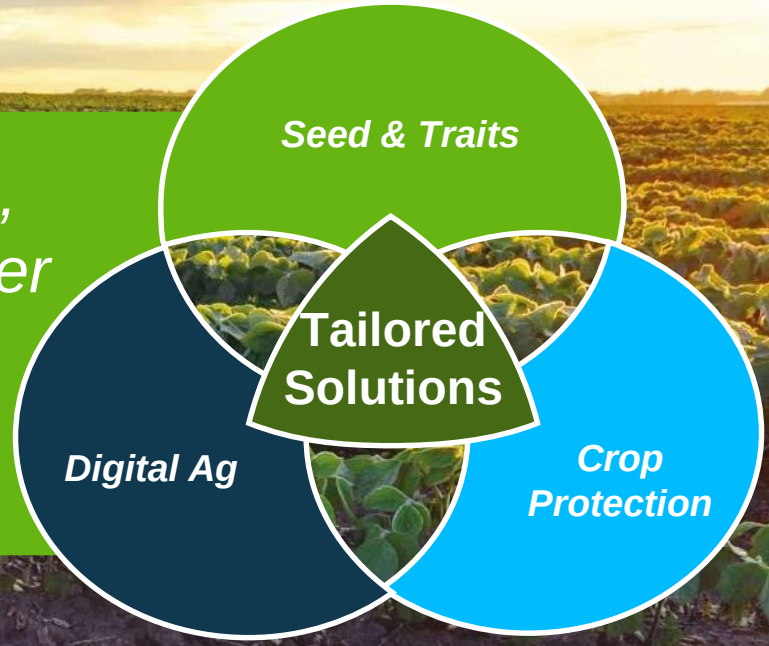
Various known and unknown risks, uncertainties and other factors could lead to material differences between the actual future results, financial situation, development or performance of the company and the estimates given here. These factors include those discussed in Bayer's public reports which are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

Shaping agriculture to benefit farmers, consumers and our planet

As the industry leader uniquely positioned to create value through innovative tailored solutions

We seek to deliver world-class innovation, new standards in sustainability and pioneer a digital transformation in agriculture to feed a growing global population



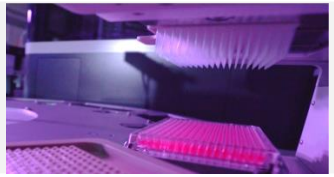
Four core pillars underpin our vision for Crop Science

4 *Core Crop Science Pillars*

Drive operational excellence

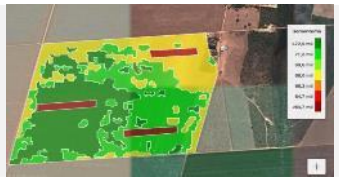
BAYER PLUS

Deliver world-class innovation



Pioneer the Digital Transformation

CLIMATE FIELD VIEW™



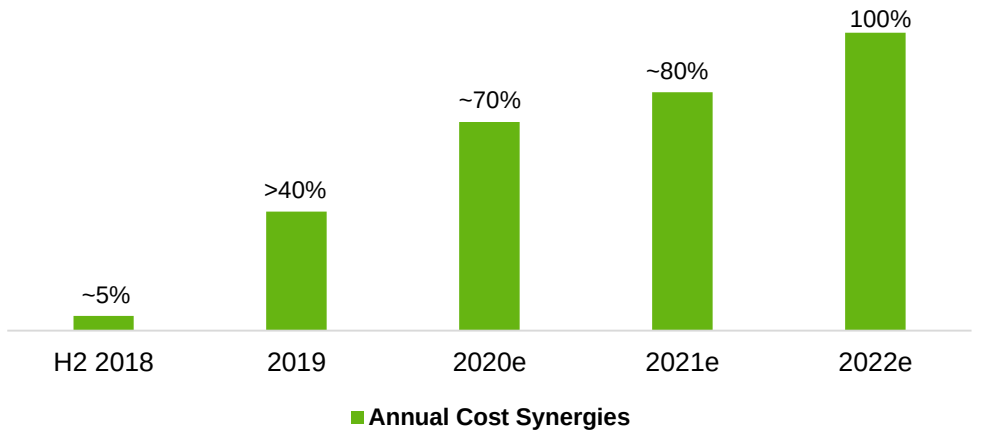
Set New Standards in Sustainability

Integration and synergies ahead of plan in Crop Science

Integration Achievements

- Crop Science functions advancing rapidly with **organizational integration;** selections essentially complete
  - Support functions to be completed in alignment with Bayer 2022 project
- **Cultural Integration:** Continued high levels of employee engagement; ~75%
- **Cost Synergies:**
  - Now expect ~70% of the synergy target complete by end of 2020 vs. original target of 55%
  - Focused on headcount, IT and infrastructure savings

Cost Synergies [1,2]: ~€870m (~$1bn) as of 2022



Sales Synergies[1]: ~€170m (~$200m) as of 2022

- **Four countries** to generate **>60%** of the sales synergies
  - U.S.A., Brazil, Argentina and Mexico
- Bayer Plus program generating incremental sales in the U.S. in first season

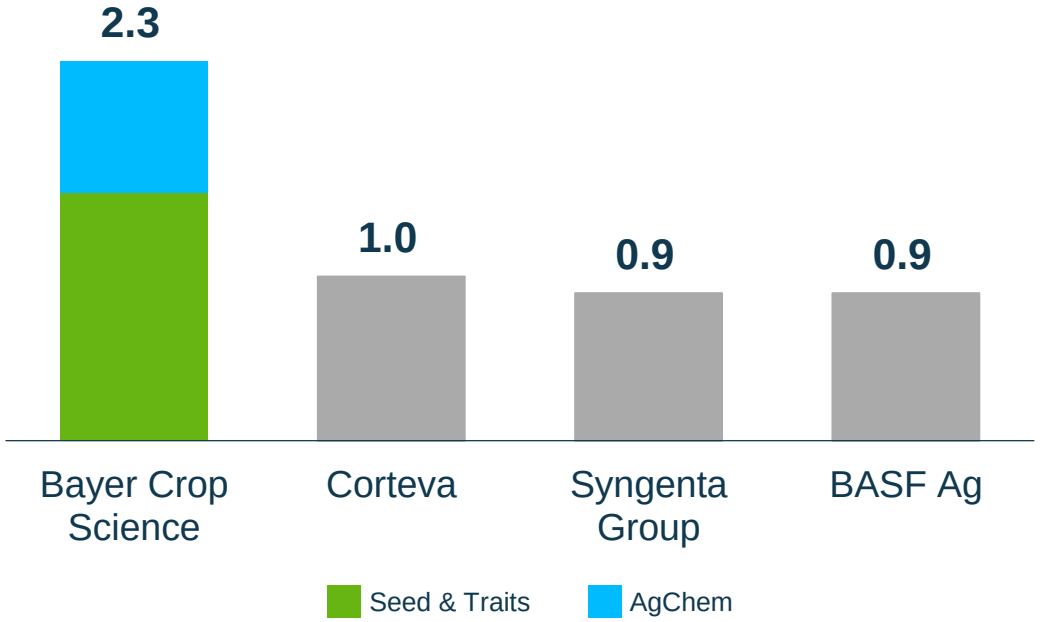
[1] Net EBITDA impact before special items, net of estimated dissynergies such as termination of selected distribution agreements as well as sales disruptions
[2] Majority of expected one time costs of ~1.3bn to achieve synergies expected to be recorded as special items
Applied FX rate of USD/EUR of 1.15

Unmatched R&D investment powers industry-leading profitability

#1 R&D Platform in Crop Science

- **>7,800** R&D employees[2] in **>50** countries
- **>20** large-scale R&D centers
- **Partner of choice**
- **Technology provider to the industry**

Ag R&D Expense (€bn)[1]



[1] Bayer and Corteva based on 2019 reported R&D and there is an internal proforma estimate derived from company reports for the newly formed Syngenta Group. Proforma estimate for the SYT group includes the 2019 reported R&D expense for Syngenta – not including capitalized R&D of $344M– to be comparable to peers in the chart. The Syngenta Group estimate does not consider Sinochem R&D. BASF is based on 2018 reported R&D expense.
[2] Includes permanent and temporary employees

Advancing agriculture with a decade of transformative products

Key product highlights featured represent >€22bn[3] of peak sales potential

	Expected Ongoing Refreshment	Select Planned Product Launches[1] (2020 ····· 2021 ····· 2022 ····· 2023 ···· // ···· 2027 ····· 2028 ····· 2029 ····· 2030)
Herbicides	**35+** New Formulation Launches in the next Decade	*New Soybean Selective Herbicide Mixtures*; *New Non-Selective PPO Herbicide[2]*; *New Mode of Action Herbicide*; *New Autumn Herbicides for Cereals*
Corn	**150+** New Hybrids Commercialized Annually	*FieldView Advanced Seed Scripting*; *3rd, 4th and 5th Generation Herbicide Tolerance Traits*; *FieldView Seed Advisor*; SmartStax PRO trait; *Short Stature Corn Hybrids/Short Stature Corn Trait*
Soybeans	**150+** New Varieties Commercialized Annually	Plataforma Intacta 2 Xtend; XtendFlex Soybeans; *FieldView Seed Placement*; *4th and 5th Generation Herbicide Tolerance Traits*
Fungicides	**20+** New Formulation Launches in the next Decade	Delaro Complete; iblon Technology; *(isoflucypram) for Cereals*; *Fox Supra (Indiflin®) for Soybeans[2]*; *New Fungicide for Asian Soybean Rust*
Insecticides	**20+** New Formulation Launches in the next Decade	vayego; *(tetraniliprole) for Corn, Rice, Horticulture and Other Crops*; *Novel Mite Solution*
Other, Vegetables, Environmental Science, Seed Growth	**~150** Vegetable Hybrids/Varieties Commercialized Annually **20+** New Formulation Launches in the next Decade	*3rd Gen BioRise Microbial Seed Treatment*; ThryvOn Technology; *Lygus & Thrips Control Cotton Trait*

[1] Subject to regulatory approvals and pending registrations. Represents a subset of the pipeline. Launches are all approximates.
[2] In collaboration with Sumitomo. [3] Internal estimate; ~45% of the peak sales potential is incremental

XtendFlex Soybeans; Planning for 20m Acre Launch in 2021[1]

Built on the Proven Performance of Roundup Ready 2 Xtend Soybeans

ROUNDUP READY XTEND CROP SYSTEM

#1 ***Soybean system planted by farmers***

ROUNDUP READY 2 XTEND SOYBEANS

- ***~50m*** acres in the U.S. in 2020
- Proven performance, high-yield potential, strong agronomic characteristics

XTENDFLEX SOYBEANS

- Built on the Roundup Ready 2 Xtend Technology with the addition of glufosinate tolerance, providing application flexibility to manage tough-to-control weeds
- Average 2019 yield and agronomic performance consistent with Roundup Ready 2 Xtend soybeans[2]
- Strong 2020 field testing and stewarded production plan to enable 20M acres in the U.S. in 2021
- Accepting pre-orders in Bayer brands to ensure timely delivery once anticipated EU import approval received

Enables continued use of conservation tillage and no-till systems which improve carbon sequestration and soil health

[1] Commercial availability pending regulatory approval
[2] Derived from 26 site locations in SC, NE, IN, IL, WI, MO, IN, AR, IA, NC, KS, SD, OH & GA

Short Stature Corn Offers Transformational Shift in Production

Phase 3 Technology with Potential Opportunity Across >220m Corn Acres

Benefits:

Reduced Crop Loss

Improved plant stability and lodging tolerance; annual yield losses due to stalk lodging in the U.S. range from 5% to 25%[1]

Precision of Crop Input Applications

Extended in-season crop access due to shorter height supports tailored solutions

Increased Environmental Sustainability

Potential to optimize use of key nutrients like nitrogen, as well as reducing land and water requirements

Three Development Approaches:

- ***Breeding: PHASE 3*** VITALA commercial beta in Mexico in 2020
- ***Biotech: PHASE 3***
- ***Genome Editing: DISCOVERY***

[1] Purdue University (http://www.extension.purdue.edu/ay/ay-262.html

Short Stature Corn Trials Withstand Derecho Storm in Iowa

// Improved plant standability just one element of value potential in this blockbuster pipeline product

Newton, Iowa, test location experienced 50–75 mph wind speeds. The close-up on the left demonstrates the wind damage to corn plants of a traditional height, while the right demonstrates the standability of short stature corn

New Herbicide Molecule Unlocks Greater Flexibility

First New Post-Emergence Mode of Action for Broad Acre Weed Control in 30 Years

Potential to build on #1 position in global herbicides[1]

- Entirely new mode of action **advanced to Phase 2 early development**
- Demonstrates effective control of key resistant grasses, including **Goosegrass and Sourgrass**
- **Discovery** program launched in biotechnology to discover a matching **herbicide tolerant trait**; initial approaches under evaluation

Enables continued use of conservation tillage and no-till systems which improve carbon sequestration and soil health

[1] Internal estimates

FieldView: the leading brand and digital platform for growers

Growth Fueled by Platform Advantages

>120m Acres
subscribed acres for 2020

>70 Partners
on the FieldView Platform

#1 Brand
in digital Ag space[2]

New Business Models
enabling sharing of value and risk

Largest Database
of grower and field trial seed performance data in the industry

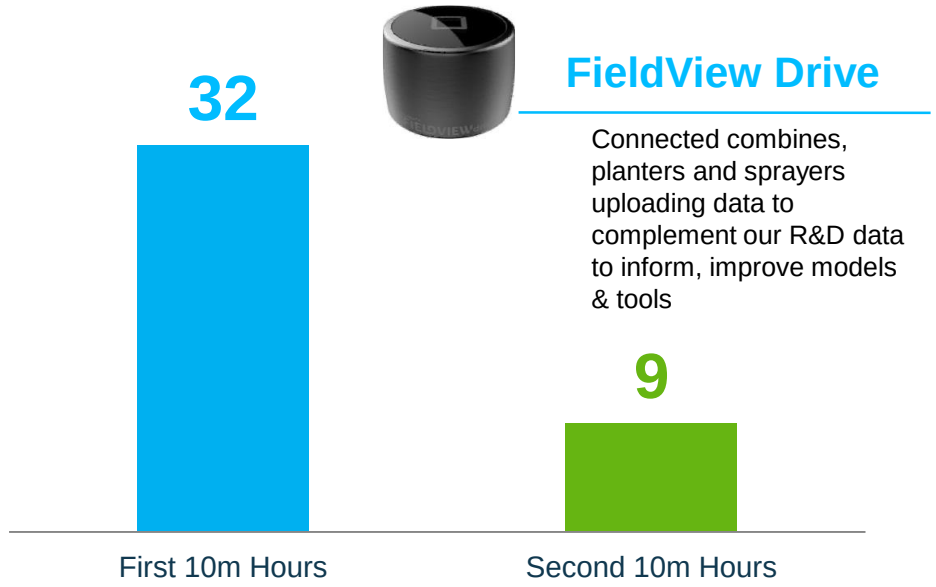
>35 Next-Gen Projects
in the pipeline

Global
distribution footprint established

~1bn Global Acre
Opportunity for Corn, Soybean, Wheat[3]

Data Collection Accelerating

Months to Collect 10m Connected Hours



FieldView Drive

Connected combines, planters and sprayers uploading data to complement our R&D data to inform, improve models & tools

[1] Internal estimates
[2] 2018 Brand Health Monitor
[3] Harvested acres – USDA FAS 2018-10-11, ex China

Enhancing sustainability and biodiversity in agriculture

Bayer's Sustainability Commitments by 2030

Advancing a carbon-zero future for agriculture

through helping our customers reduce field greenhouse gases by crop production.

30%

***Reduction in field greenhouse gases** emitted per kg of crops produced*

- Climate-smart practices:
  - No-tillage
  - Cover Crops
  - Highly Productive Crops
  - Precision Agriculture
- Optimize use of synthetic fertilizers through the use of microbes

JOYN BIO

Produce higher-yielding crops with fewer natural resources and inputs

30%

***Reduction in impact** on the environment*

- Climate FieldView for precision application of pesticides /fertilizers

FIELDVIEW

- Resistant traits help to reduce pesticide use

INTACTA RR2 PRO®

- Develop crop protection products with lower environmental impact

Empower 100 million smallholder farmers

100m

***Smallholders benefit** e.g. from access to education, tailored solutions & partners*

- Enhancing social innovation (e.g. with Better Life Farming)

BETTER LIFE FARMING

- Digital transformation with FarmRise

FARMRISE

- Introduce new, higher-yielding, resource efficient rice hybrids

Arize

Making Carbon Sequestration a New Revenue Stream On-Farm

Announced in July, Program Designed to Help Reduce Ag's Carbon Footprint, Greenhouse Gas Emissions

- Bayer Carbon Initiative rewards farmers for the adoption of climate-smart practices that sequester carbon from the atmosphere
  - Examples of these practices include no-till farming and implementing cover crops
- As part of the Bayer Carbon Initiative, the Carbon Pilot Program was launched for 2020/2021 season and will include about 1,200 farmers in Brazil and the U.S. who are transitioning acres to sustainable farming practices
- The future of the pilot is to expand the program in the U.S. and Brazil to other farmers and then later into other world regions

Q&A Participants

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Crop Science Division

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Investor Relations

Appendix

Q2 2020 financial results

Q2 2020: Solid results despite COVID-19 headwinds

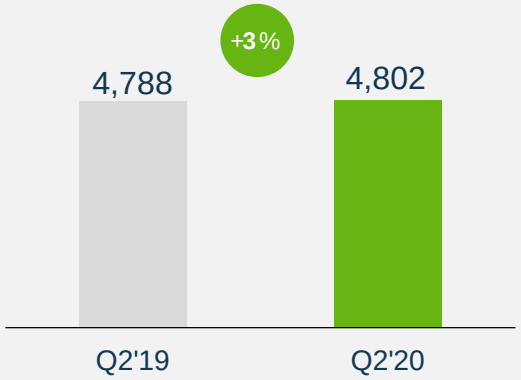
€10,054m **Sales**	**-3% yoy***	**€2,883m** **EBITDA** Before special items	**+6% yoy**
€1.59 **Core EPS**	**+5% yoy**	**€1.402m** **Free Cash Flow**	**+87% yoy**

* Δ% yoy, Fx & portfolio adj

Q2 2020: Crop Science with strong margin expansion

Sales

In million €, Δ% yoy, Fx & portfolio adj.

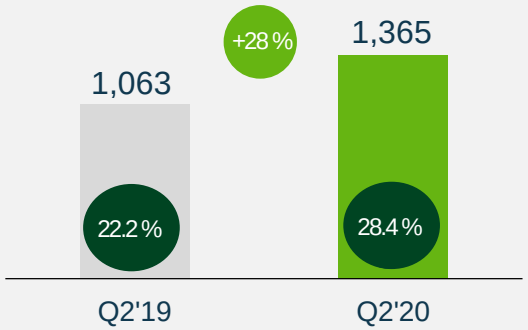


Volume	Currency
+4%	-3%

Price	Portfolio
0%	0%

EBITDA*

In million €, Δ% yoy, before special items



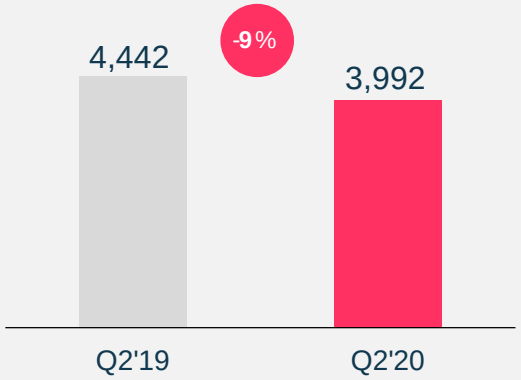
- Growth driven by LATAM (+19%), APAC (+11%) and North America (+2%) offsetting shortfall in EMEA (-9%)
- Good growth across almost all segments
- Well advanced on subscribed acres of Climate FieldView
- Strong increase of EBITDA before special items due to volume growth and cost synergies helped by lower product returns in Brazil

● EBITDA Margin before special items *2019 figures are restated

Q2 2020: Pharmaceuticals impacted by reduction of elective treatments and volume-based procurement in China

Sales

In million €, Δ% yoy, Fx & portfolio adj.

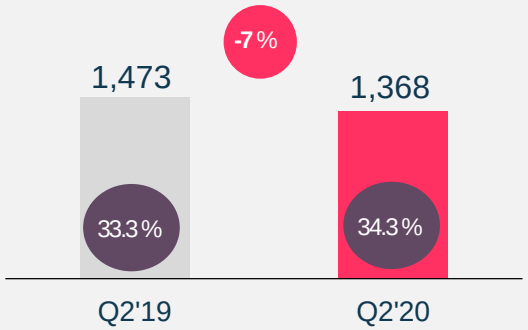


Volume	Currency
-1%	-1%

Price	Portfolio
-8%	0%

EBITDA*

In million €, Δ% yoy, before special items



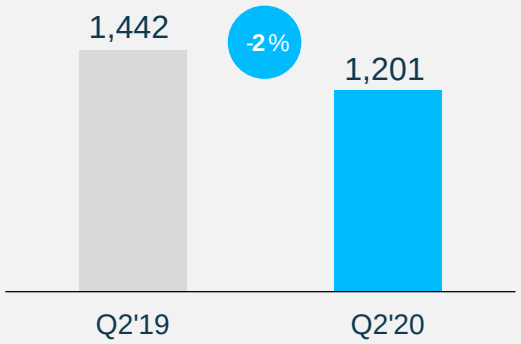
EBITDA Margin before special items *2019 figures are restated

- COVID-19 impacts elective treatments, specifically the IUD franchise (-37%) and radiology (-21%)
- Eylea (-6%) shortfall also caused by COVID-19 and price cuts in Japan
- Xarelto´s growth trajectory remains intact (+7%)
- Volume-based procurement (Glucobay, Avelox) impacts overall China sales (-15%)
- Margin uplift due to prudent cost management
- FDA granted priority review to NDA for Vericiguat / Phase III trial (FIDELIO) with Finerenone met primary endpoint

Q2 2020: Consumer Health affected by trade inventory adjustments after strong first quarter

Sales

In million €, Δ% yoy, Fx & portfolio adj.

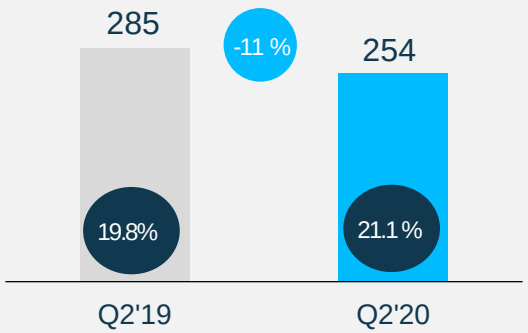


Volume	Currency
- 4%	- 2%

Price	Portfolio
+2%	-13%

EBITDA*

In million €, Δ% yoy, before special items



- Sales development impacted by trade inventory build-up in Q1 related to COVID-19 and slowdown in store traffic
- Destocking negatively impacts esp. EMEA (-8%), North America on prior-year level
- Growth trend for nutritionals (+14%) continues
- Margin expansion driven by growth acceleration and efficiency program
- EBITDA before special items impacted by negative portfolio effect

● EBITDA Margin before special items *2019 figures are restated