



## We listened.

# We learned.

As a new leader in agriculture, we have a heightened responsibility and the unique potential to advance farming for the benefit of society and the planet. In the year following our acquisition of Monsanto, we have heard from journalists and politicians, scientists and regulators, consumers and shareholders, farmers, and neighbors.

We heard questions and concerns about our role in agriculture. These concerns matter to us and we want to address them. Farming is too important to limit its progress. To ensure future advancements, we need to change.

Beginning today, we are raising the bar. We are setting off on a journey to elevate our efforts in transparency, sustainability, and how we engage with our stakeholders. We invite other industry participants to join us.

### Opening the door, raising the bar

Transparency is our foundation. We will evolve our engagement policies that ground all of our interactions with scientists, journalists, regulators, and the political sphere in transparency, integrity, and respect.

Regarding transparency, we have already taken an important first step by making all 107 Bayer-owned glyphosate safety studies public. Later this year, we will pilot a program inviting scientists, journalists, and NGOs to participate in the upcoming EU glyphosate re-registration process.

Not only will we open the door to one of the world's most intensely followed registration processes, we will also apply consistent safety standards to our products—even when it means exceeding local regulations in developing countries. We will only sell crop protection products in those markets if they meet the safety standards of a majority of leading regulators on top of local regulations. We will work with stakeholders to ensure that this commitment is implemented globally and invite our industry to join us.

### “More is better” is a relic of the past

Future innovation will be judged not by its ability to produce more but to produce better. With our leading position comes a greater responsibility to restore and retain biodiversity, combat climate change, and make the most efficient use of natural resources.

The world should not have to choose between food security and environmental protection. But to avoid that choice, we must be open to scientific advances.

Innovation will cut the ecological footprint of our agricultural portfolio. With our solutions, we will

reduce the environmental impact by 30 percent by 2030. We aim to achieve this by developing new technologies, scaling down volumes, and enabling more precise application.

Glyphosate will continue to play an important role in agriculture and in our portfolio. But nature is far from “one size fits all.” With the global success of glyphosate came widespread use, weed resistance, and in some instances unintended misapplication.

Farmers deserve more choice. That's why we will invest more than \$5.5 billion in additional methods for combating weeds over the next decade. We are committed to equipping the world's farmers with the best in agricultural technology and locally informed training on how to use it.

We will convene the brightest minds in chemistry, biology, and the data sciences to drive healthcare and agriculture forward. To bolster company-wide sustainability efforts, inspire new thinking, and challenge our standards, we will invite global experts and stakeholders to participate in a Bayer Sustainability Council.

Sustainability and growth will steer our operations hand in hand. We remain fully committed to generating lasting value for all stakeholders and delivering our financial targets.

Bayer is, and will remain, a place for people who want to set better standards. Every day, our employees pursue new, sustainable solutions in the life sciences. Just as they do not back away from the planet's most pressing issues, we will not shy away from questions and concerns.

Today is the first chapter in raising our standard. We will continue to advance it, driven by our commitment to a better life for this generation and generations to come.