



Science for a Better Life

dbAccess Berlin
Conference 2020

June 4, 2020
Werner Baumann, CEO





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.



We are a global leader in Health and Nutrition



Our purpose:

Science for a Better Life

Our vision:

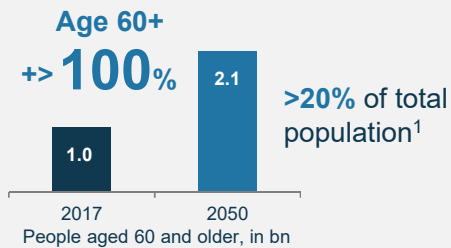
**health for all.....
hunger for none**



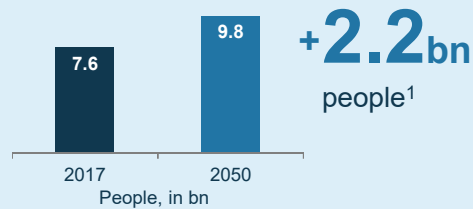
We address megatrends that impact lives across the globe

Megatrends through 2050

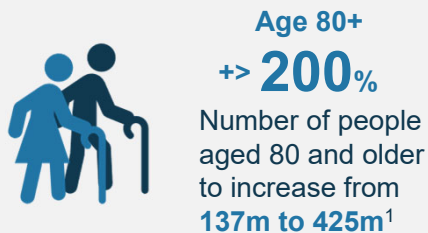
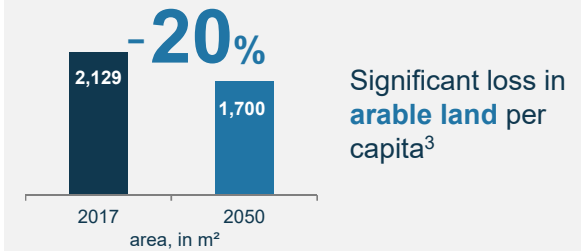
Aging population



Growing population



Pressure on ecosystems



¹ World Population Prospects: The 2017 Revision | ² FAO 2017, (FAO Global Perspective Studies) | ³ FAOSTAT (accessed Oct 30, 2018) for 1961-2016 data on land, FAO 2012 for 2030 and 2050 data on land, and UNDEDA 2017: World Population Prospects for world population data | ⁴ Nelson et. al, (2014); FAO 2016 "Climate change and food security"



2020: Good start to the year; COVID-19 influences outlook and priorities for the remainder



1 *Employee Health*

- Securing health and safety of employees



2 *Business Continuity*

- Safeguarding supply, production, logistics and business operations

3 *Humanitarian Efforts*

- Health for all, hunger for none – using our expertise in health and nutrition in global crisis



Focus areas 2020

1 *Group*

- Maintain operational targets; adapt as necessary from COVID-19
- Continued focus on cash flow

2 *Crop Science*

- Continue with integration
- Focus on pipeline execution

3 *Pharmaceuticals*

- Progress with pipeline developments, launch new indications / products

4 *Consumer Health*

- Continue to drive growth acceleration program

5 *Efficiency / Bayer 2022*

- Follow through with efficiency improvement program and realize synergies

6 *Portfolio Measures*

- Closing of Animal Health sale, expected by mid 2020



Q&A Session



**Werner Baumann,
CEO**



**Oliver Maier,
Head of Investor Relations**



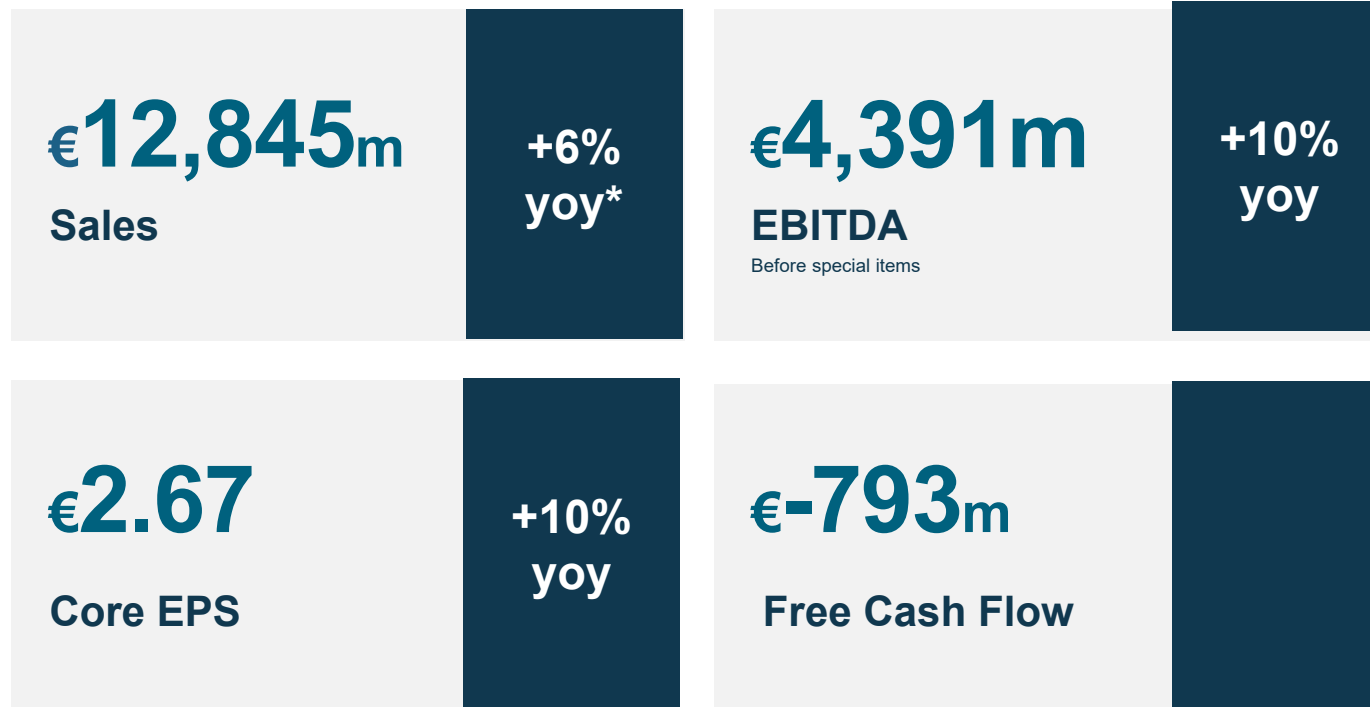
Appendix

//// Q1 2020 financial results



Focused on business continuity

Q1 2020 Financial Performance

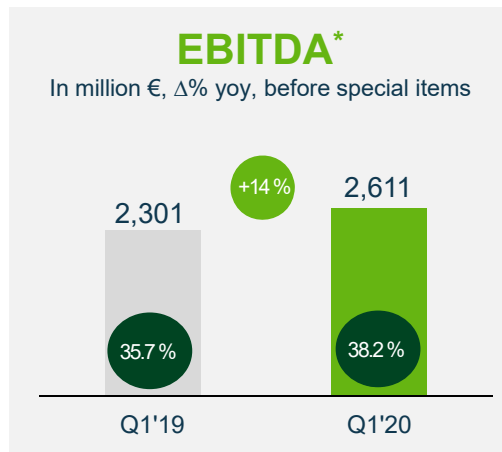
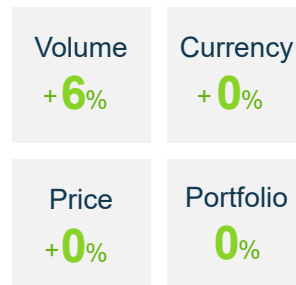
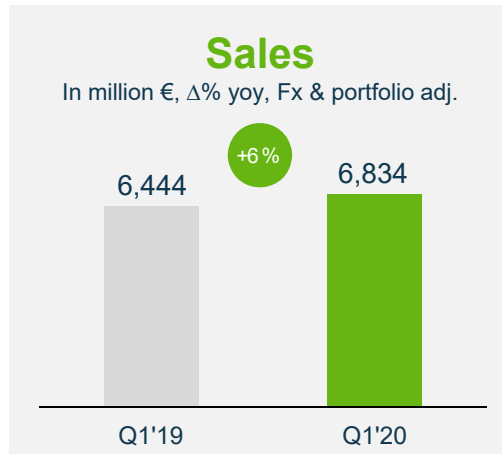


* Δ% yoy, Fx & portfolio adj

Note: All 2019 figures were re-based to reflect the change in cost allocations from enabling functions to the divisions effective Jan. 1, 2020.



Crop Science off to a good start

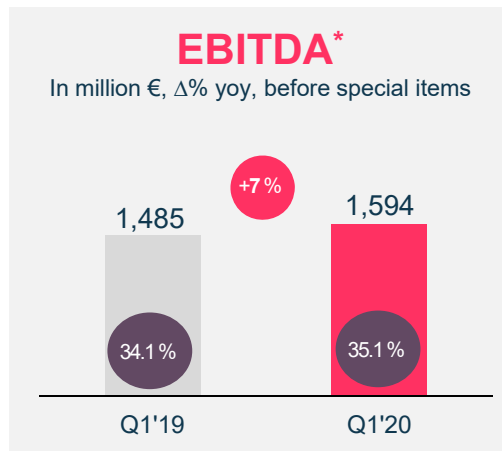
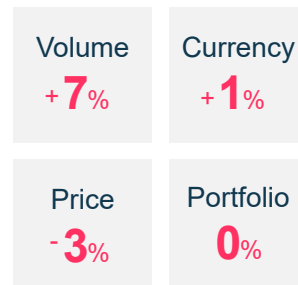
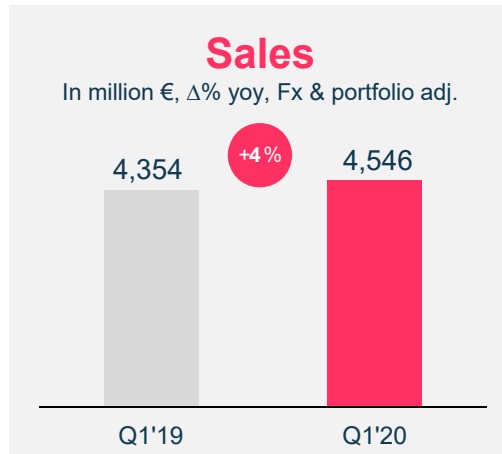


- 6% cpa sales growth, with contributions from all regions
- Good growth across insecticides, fungicides, corn seed & traits and herbicides
- Soybean seed & traits continue to decline due to competition
- Strong increase of EBITDA before special items due to volume increases and cost synergies

● EBITDA Margin before special items *2019 figures are restated



Pharmaceuticals performance driven by Xarelto

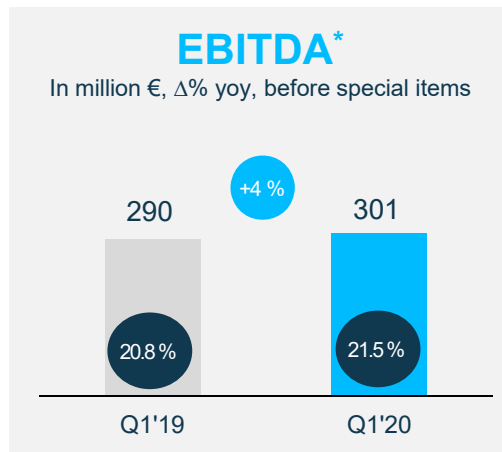
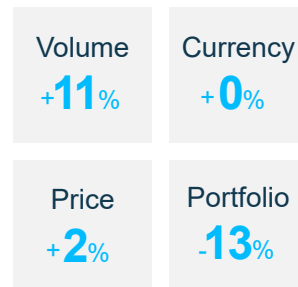
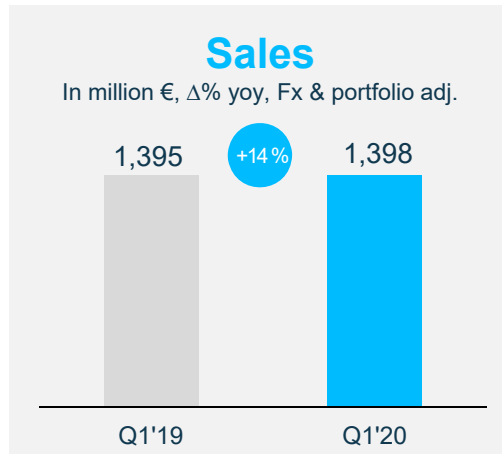


● EBITDA Margin before special items *2019 figures are restated

- Xarelto (+19%) as main growth contributor
- Eylea (+1%) impacted by phasing
- China with softer growth partly due to phasing in anticipation of volume-based procurement introduction
- Solid increase in EBITDA before special items
- EU approval for darolutamide and pre-filled syringe for Eylea
- Positive phase III data for Vericiguat (VICTORIA) and Xarelto (VOYAGER PAD)



Strong demand for Consumer Health products in all regions



● EBITDA Margin before special items *2019 figures are restated

- All regions with elevated demand primarily related to the COVID-19 epidemic
- Strong growth across categories, especially in Nutritionals (+34%), Pain and Cardio (+20%) and Allergy & Cold (+15%)
- Margin expansion driven by sales growth offsetting negative portfolio effect and higher marketing expenses
- Positive effect on earnings by growth acceleration program (“Fit to Win”)



Measurable Group-level targets for Sustainable Development until 2030

Help more people thrive within planetary boundaries



Support 100m smallholder farmers¹
in low- and middle-income countries (LMIC)



Provide 100m women in low- and middle-income countries with **access to modern contraception**



Expand access to everyday health for 100m people in underserved communities around the world

Help more people thrive



Making our own operations carbon neutral and working with our suppliers to **reduce emissions across our value chain**

Decrease environmental footprint

Our targets are in sync with the UN Sustainable Development Goals

Foundation of responsibility and good Corporate Governance

- Responsibility along the entire value chain: Leading ethical business-, procurement-, and product stewardship practices
- Clear and measurable targets tied to mgmt. compensation; transparency on actions
- CEO Chief Sustainability Officer; independent external Sustainability Council advising the BoM; sustainability expertise in Sup. Board

¹ A farmer who farms crops on less than 10 ha (FAO definition)