



Science For A Better Life

Meet Management in Tokyo

Bayer CropScience

Rüdiger Scheitza

Member of the Board of Management
Bayer CropScience AG

November 21, 2012

Disclaimer

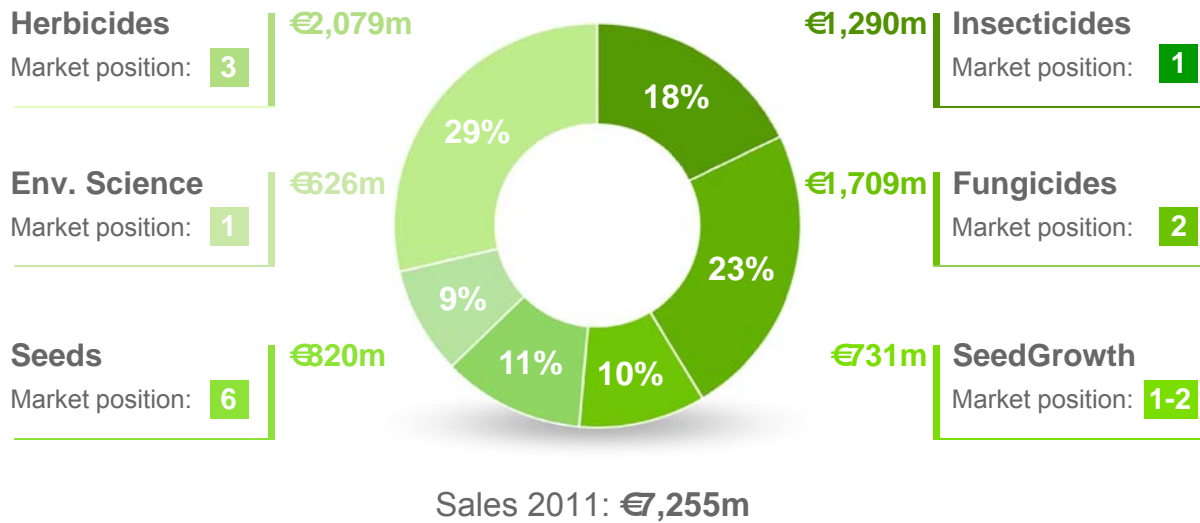


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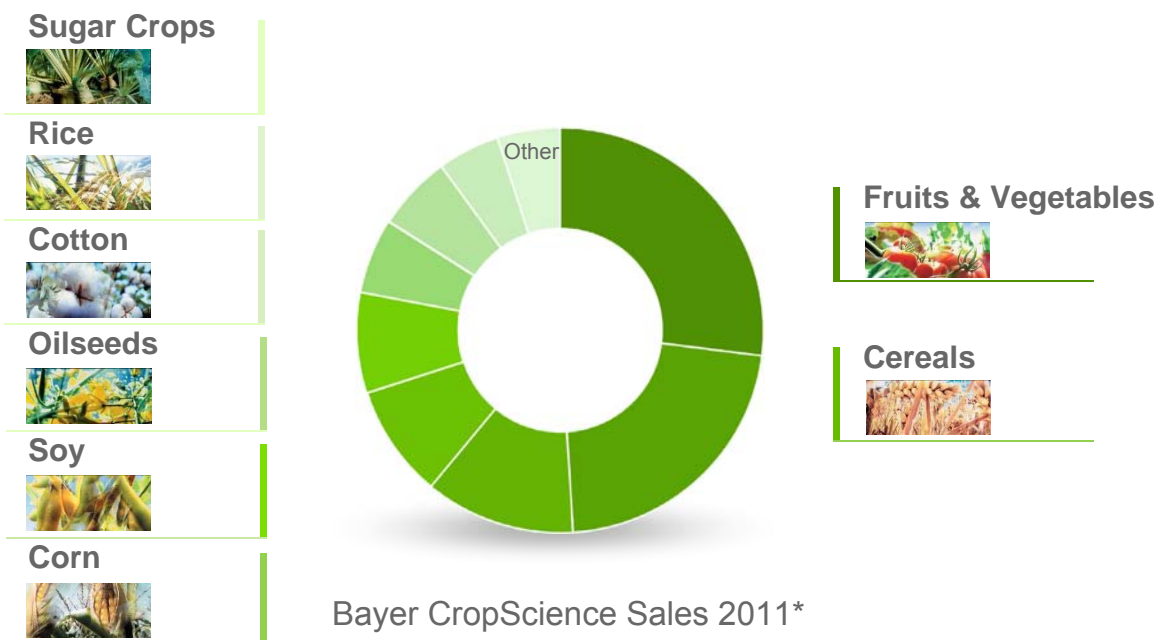
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CropScience – A Leader in Its Markets



Fruits, Vegetables and Cereals - A Major Part of Our Portfolio



Bayer CropScience Sales 2011*

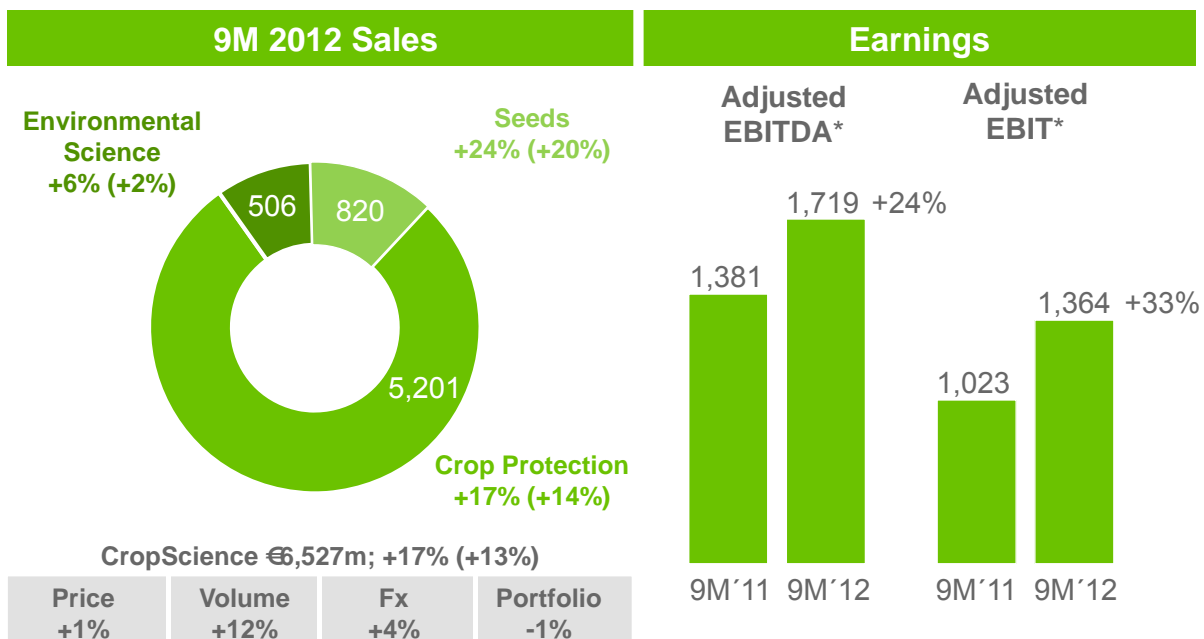


Excellent Performance

9M 2012 – Sales Increase and Strong Earnings Growth



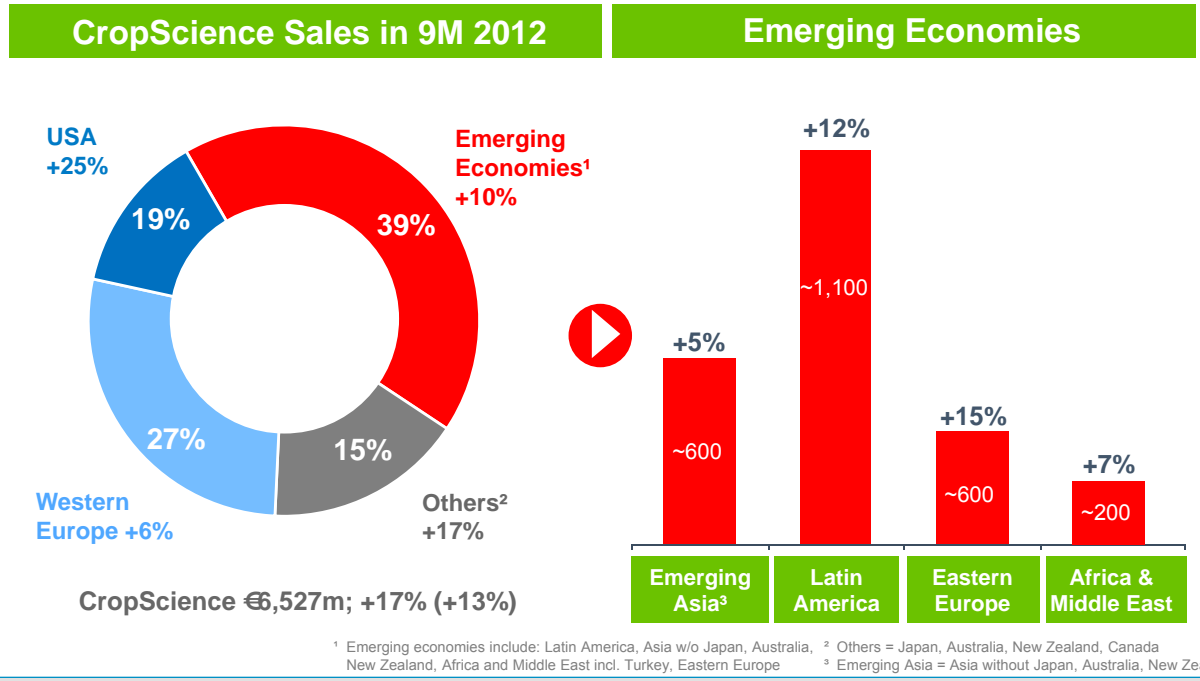
In € million, Δ% yoy, () = Fx & portf. adjusted



9M 2012 – Emerging Markets Contributing to Business Expansion



Sales in € million, Δ% yoy Fx adjusted



Strategic Roadmap



Executing Our Strategic Roadmap

Rejuvenate the core Crop Protection business	Reinvent customer-centricity along the value chain	Rebalance and refocus innovation	Extend Seeds footprint in focused crops
<ul style="list-style-type: none"> Streamlining and enhancing our Crop Protection portfolio Focusing on flexibility and efficiency Deliver savings of €265 million through 2012 	<ul style="list-style-type: none"> Driving commercial excellence in marketing and sales Customizing offerings and developing differentiated solutions 	<ul style="list-style-type: none"> Striving for 50:50 in R&D for Seeds/ Biologics and Chemistry by 2016 Innovating convergence between chemistry and biology 	<ul style="list-style-type: none"> Strengthening position in established crops Extending portfolio especially in soy and wheat

Portfolio Rejuvenation Through Innovation – Highlights 2011 - 2012



		Cereal fungicide			Numerous new vegetable varieties
		Seed treatment against nematodes			New canola varieties with improved agronomic traits
		Fungicide for corn and soybeans			New soybean varieties
		Herbicide for perennial crops			Conventional oilseed rape seed for Europe
		Herbicide for IVM and turf segment			New cotton varieties
		Fungicide for fruits & vegetables			Proprietary glyphosate tolerance
		Seed treatment fungicide against Rhizoctonia			Combined insect resistance and herbicide tolerance
		Market launch			First registration or authorization received; launch planned for 2012/2013

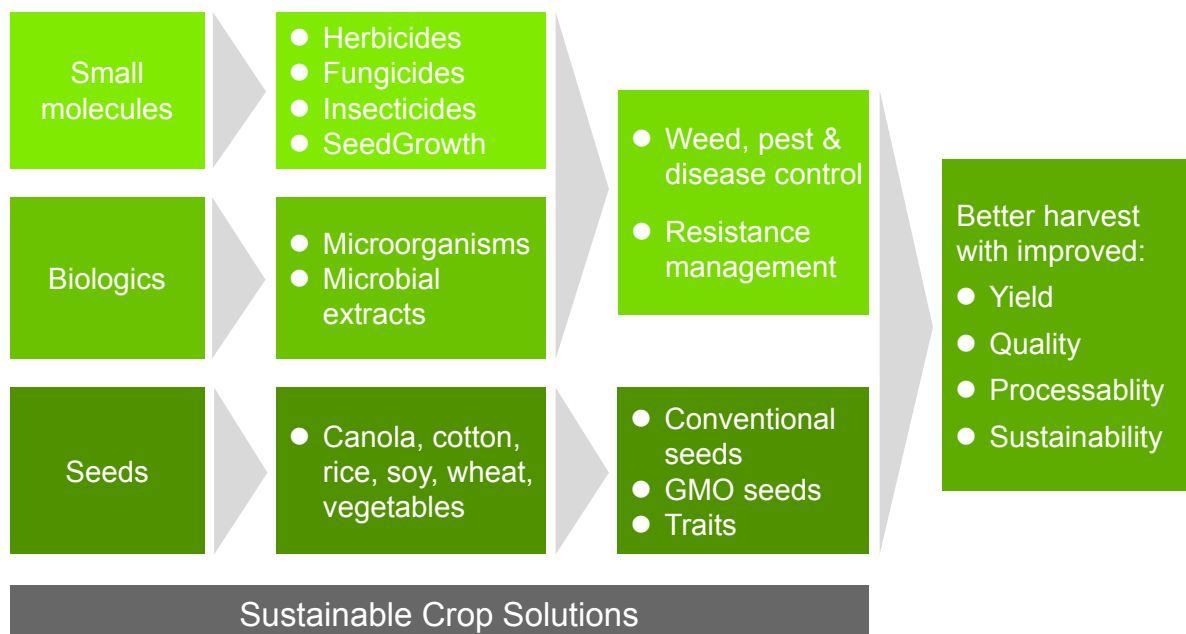
Realising Further Growth Opportunities Through the Acquisition of AgraQuest



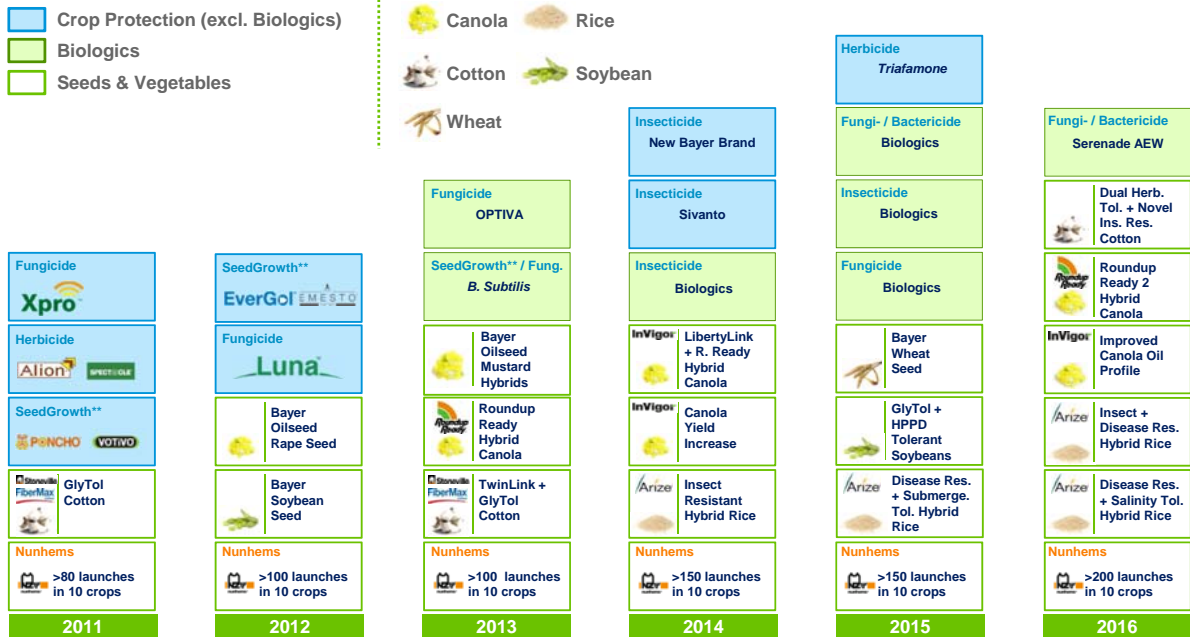
- The market potential for Biologics is expected to triple from \$1.2bn in 2010 to around \$4bn in 2020
- Biologics are bio-based products, either consisting of naturally-occurring living organisms or containing materials derived from plants, bacteria, fungi, yeasts or viruses
- AgraQuest is a leading global provider of innovative biological pest management solutions based on natural microorganisms with an excellent technology platform and a promising pipeline
- Acquired in Q3 2012 for \$425m (~€340m) plus milestone payments, AgraQuest strengthens our strategically important fruits and vegetables business – and provides opportunities in other crops and markets
- We aim to become the world leader in sustainable crop solutions integrating and leveraging our skills and innovation capacities across seeds, traits, chemical crop protection and biological control



Leading the Way in Sustainable Crop Solutions



Integrated Pipeline 2011 – 2016* with Peak Sales Potential of at least €4bn



*Estimated and subject to regulatory approval
**Formerly called Seed Treatment

Customer Centricity Along the Entire Value Chain



- Over 240 food chain partnerships covering most of the main fruit & vegetable crops
- Premium seeds and effective crop protection products to maximize yield
- Consistent and high harvest quality for efficient food processing
- Meeting highest food safety standards
- Better product quality for the consumer

We Are The Company to Offer a Sustainable Alternative to Glyphosate to Fight Weed Resistance



- Weed resistance increasingly impacting crop production; spreading from U.S. to Canada
- Our LibertyLink is currently the only non-selective herbicide solution to glyphosate resistant weeds
- We are committed to develop new and more sustainable weed management solutions
 - Innovation with new mode of action, HPPD herbicide tolerance, in soybeans and cotton
 - Development of new herbicide tolerance traits in soybeans
 - Return of older chemistry neither sufficient nor sustainable alternative
- Highly effective pre-emergent and selective herbicide portfolio recently launched



Bayer CropScience sustains the "Respect the Rotation" initiative to overcome weed management challenges



Expanding the Seeds Business

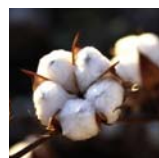
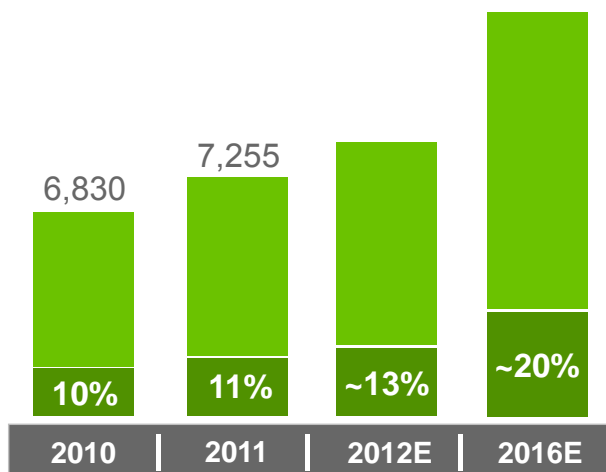
Mid-term Sales Driven by Above Market Growth and Expansion in Seeds



Sales in € million,

We are aiming to double our share of business in Seeds by 2016

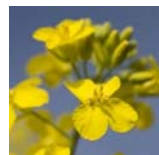
■ Seeds
■ Crop Protection/Environmental Science



Cotton



Wheat



Canola



Soybean



Rice



Vegetables

Extending the Seed Footprint



TwinLink + GlyTol in cotton



- First dual herbicide – dual insecticide product
- Two genes for effective insect control
- Herbicide tolerance for glufosinate and glyphosate
- Top-insect and weed technology in high-yielding Fibermax and Stoneville cotton varieties
- Anticipated launch in 2013

Building a proprietary soybean seed business



- LibertyLink herbicide tolerance technology, licensed by more than 100 U.S. soybean seed players
- Acquisition of Hornbeck Seed Company in the U.S.
- Bayer soybean seed launched in 2012
- Broad soybean germplasm pool and promising soybean trait pipeline

Build up a global wheat seed business



- Significant investment into R&D of new wheat varieties and traits
- Focus on productivity, stress tolerance, nutrient uptake
- Establishing a broad germplasm pool
- Global breeding network
- First new varieties expected by 2015 in Europe



Strategic Progress Achieved

Rejuvenate the core Crop Protection business



- 7 new Crop Protection a.i.s in 2011/12
- Focused on core brand families, crops and countries
- Discontinuation of older products
- Expansion of Biologics

Reinvent customer-centricity along value chain



- Increased grower orientation
- Improved channel management practices
- Broadened food chain partnership business model

Rebalance and refocus innovation



- €5bn earmarked for R&D from 2011-2016
- Increased investment in seeds R&D
- Innovating at the interface between chemistry and biology

Extend Seeds footprint in focused crops



- Strengthened positions in cotton, canola and rice
- Increased investments in soybean, wheat and rice
- Development of innovative traits



Positive
Outlook



Positive Financial Outlook for 2012

- We anticipate that currency- and portfolio-adjusted sales will advance by approx. 10%
- We expect that EBITDA before special items will improve by approx. 20%
- We predict above-market growth

