



Bayer AG Corporate Responsibility



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Disclaimer



This presentation contains forward-looking statements based on current assumptions and forecasts made by Bayer Group 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 our public reports filed with the Frankfurt Stock Exchange and with the U.S. Securities and Exchange Commission (including our Form 20-F). The company assumes no liability whatsoever to update these forward-looking statements or to conform them to future events or developments.

Corporate Responsibility



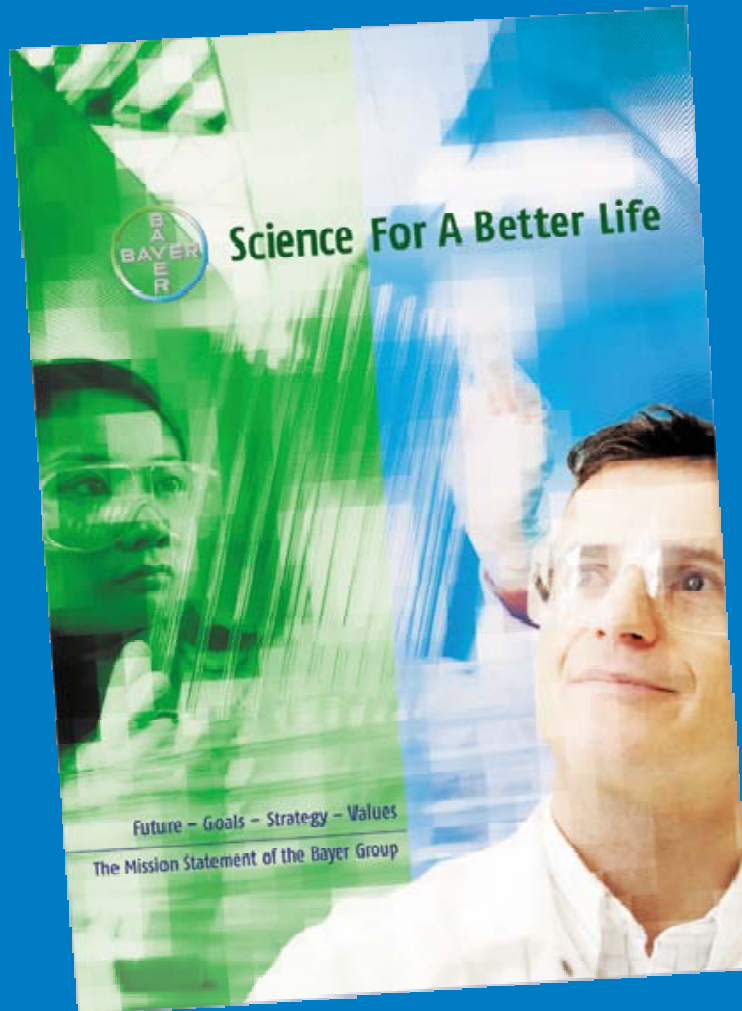
Bayer Values & Principles

Sustainability Strategy

Corporate Ageing: Prepare for Change

Transparency & Performance

Sustainable Development: Integral part of the Bayer Group Mission Statement



“We acknowledge and accept our role as a socially and ethically responsible corporate citizen and are **committed to the principles of sustainable development.**”

“We believe our technical and commercial expertise entails a duty to work for the good of all humankind, **to demonstrate social commitment and to make a lasting and positive contribution to sustainable and environmentally compatible development.**”

“We will strive to actively **contribute to the discussion of socially relevant issues by engaging in a dialogue** with interested sections of society.”

Our Values: Sustainable Development as integral part



Foundation for our Leadership Principles

Our values

A will to succeed

A passion for our stakeholders

Integrity, openness and honesty

Respect for people and nature

Sustainability of our actions

Corporate Responsibility



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Sustainable Development Strategy at Bayer



Methodical Management

Improve the company's ability to operate and grow by managing HSEQ and social issues that are also business constraints

Involvement

Maintain the company's license to operate by engaging with key stakeholders

Innovation

Contribute to and leverage Sustainable Development by investing in new technologies and products

Practical Sustainability is a team function



The Corporate Sustainability Board ...

- ... steers sustainability management: objectives, key initiatives, performance
- ... represents the Group's interests in this area both externally and internally
- ... is supported by the Sustainable Development Planning Group

Corporate Sustainability Board

Chair

Group Management Board Member responsible for Innovation, Technology & Environment

Members

Members of the subgroup management boards responsible for research & technology
Head of International Human Resources, Head of Communications,
Head of Environment & Sustainability

SD-Planning Group

Chair: Head of Environment & Sustainability

Sustainability is the basis for long term Success



*"Sustainable development is the **development** that meets the needs of the **present** without compromising the ability of **future** generations to meet their own needs."*

*- World Commission on Environment and
Development, 1987*

Ecology

- Protection of natural resources
- Environmental friendly products and processes

Economy

- Financial Targets and Competitiveness
- Risk Management and Corporate Governance

Employees and Society

- Human Rights and Labour Practise
- Contribution to social development and agreement with ethical principles



Social Responsibility at Bayer – responsibility & competitiveness



Mission Statement

Values and leadership principles communicated

Managerial Staff Survey

Positive results

Remuneration and Pensions

Systems harmonized throughout the group

Family and Career

Equal opportunity for women and men

Employee`s Rights

Globally valid labour standards established

Vocational Training

Giving young people a chance

Protecting Human Rights

Fighting Child Labour in the Supply Chain

Improve Quality of Life

Fighting Diseases
Foundations and Donations

Corporate Responsibility



Bayer Values & Principles

Sustainability Strategy

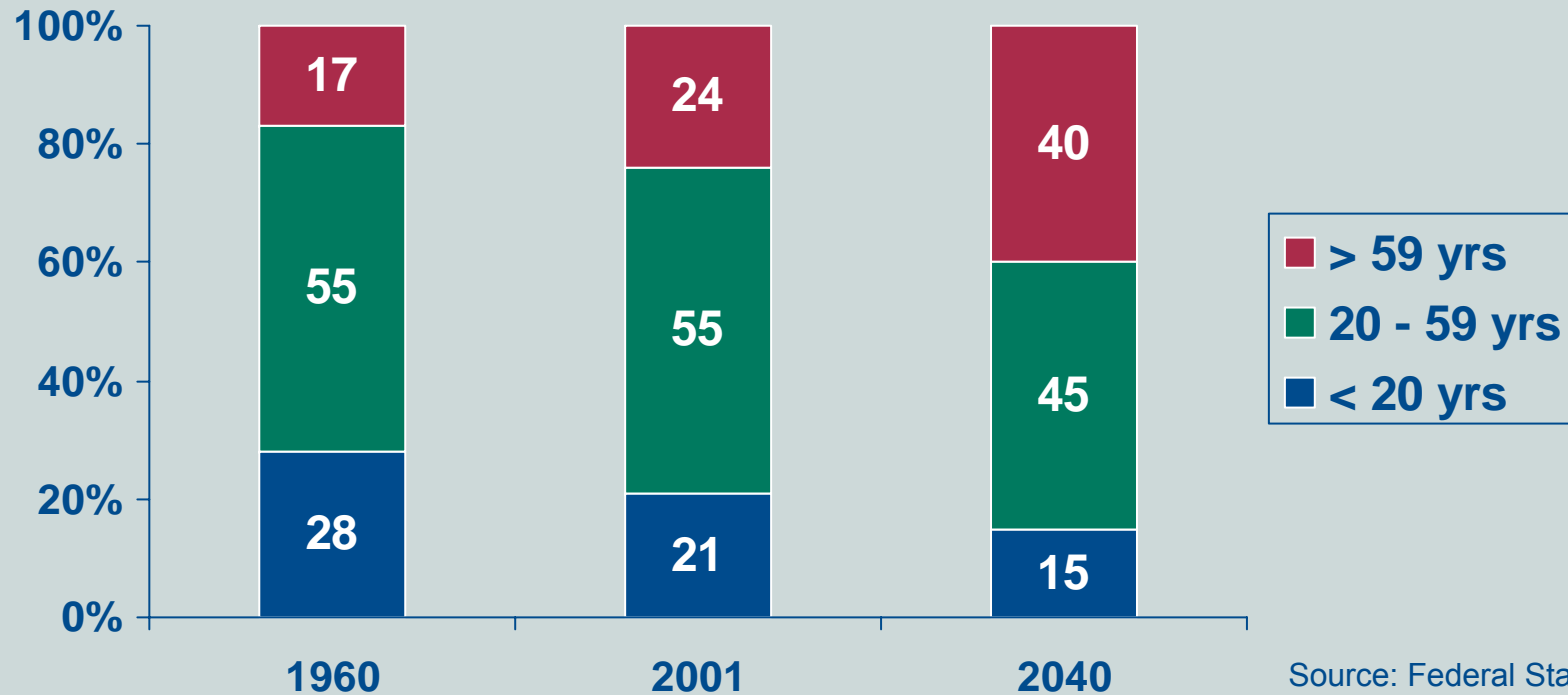
Corporate Ageing: Prepare for Change

Transparency & Performance

Demographic challenge in industrialized countries: Example Germany



Age structure of the German Population (in %)



Source: Federal Statistical Office Germany

Engagement of older employees



	D	UK	FIN	DK	CH	NL	S	USA	AUS	CDN	NZ
2004 Employment Rate (ER) age 55-64	41.8	56.2	51	61.8	65.1	44.2	69.5	59.9	52	54	67.2
ER increase since 1995 in % (age 55-64)	4.4	8.7	16.6	12.5	3.4	14.8	7.5	4.8	10.2	10.7	16.8
ER increase since 1995 in % (age 15-64)	0.4	3.5	6.1	2.1	1.0	6.1	1.3	-1.3	2.6	5.0	3.4
2004 Unemployment rate (age 55-64)	12.5	3.1	7.3	5.6	3.2	3.8	4.9	3.8	3.6	5.9	2.5

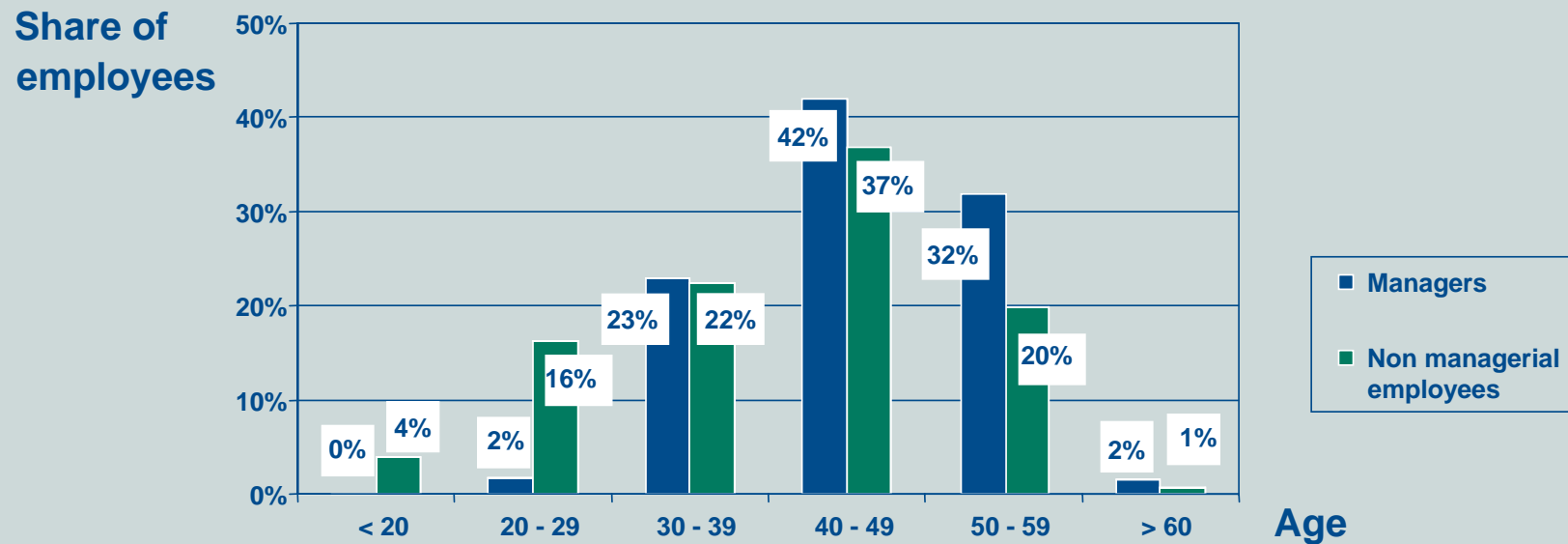
Source : OECD 2005

→ **Crucial situation in Germany due to both employment and unemployment rates**

Corporate Ageing – effects to be foreseen



Bayer Personnel Age Structures in Germany 2006



- ➔ Increasing retirement age will change this picture
- ➔ Demographic change will reduce company's flexibility to engage competent younger people

Adjusting the mindset

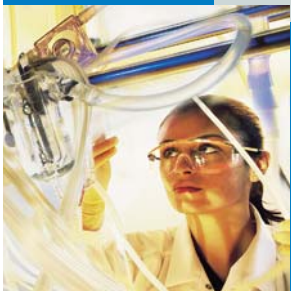


Experienced (= older) employees generally offer many advantages

- Social competence
- Leadership experience
- Know-how and experience in general
- Reliability and work quality

Status

- Company demands are tailored to be met by younger employees
- Career development stops when employees reach “50”
- Accelerated pace of technological development: Challenge to maintain required level of qualification



Prepare for change



Innovative and personalized solutions are needed to deal with increasing retirement age and to maintain flexibility

Approaches

- Adapted part-time work models and lifelong working time account
- Personalized, age-based workplaces
- Occupational health measures
- Concept of “lifelong learning” to be pushed and accepted by company and employees
- Career development beyond 50 – e. g. assignments abroad
- Regular job rotations



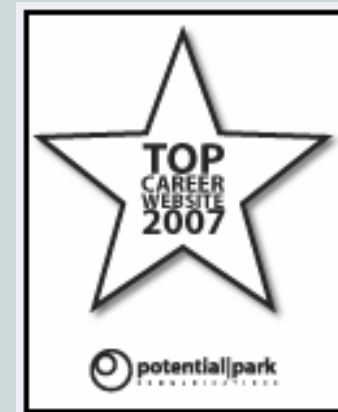
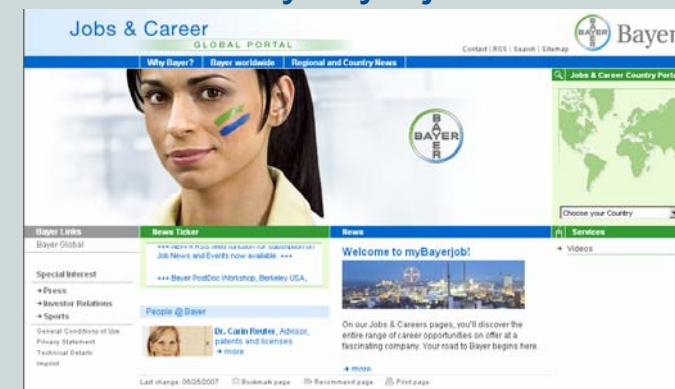
Recruiting retention is crucial for success



Bayer's approach

- Center of Expertise “People Development”
- Excursion days/Information Seminars for PhD Students/Recruiting fairs/University relations
- Scholarships/Internships/Trainee programs
- Master Thesis/phD Thesis/Postdocs
- Teaching assignments (multipliers)
- Vocational training
- Bayer-focused training (e. g. Marketing and Internationals Business Studies)
- Communication: Website on diverse opportunities for young and experienced people
- Further training and development opportunities for all employees (see KPI)

www.mybayerjob.com



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Bayer Values & Principles

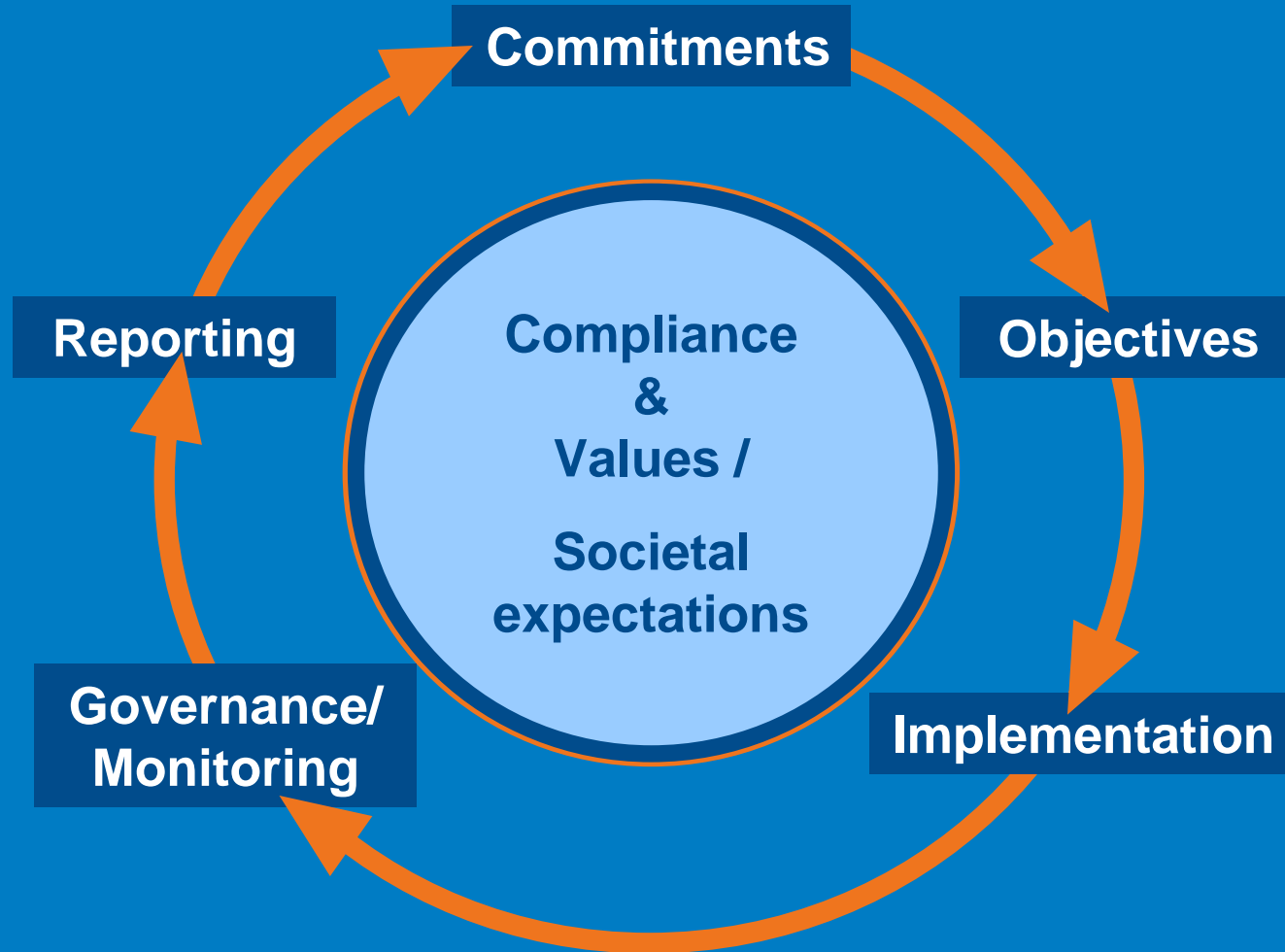
Sustainability Strategy

Corporate Ageing: Prepare for Change

Transparency & Performance



A systematic approach & process



Process has to include dialogue and engagement

Reporting on social indicators: Key Performance Indicators



		2005*	2006*
Diversity in Management	Percentage of senior managerial positions held by women	3.9	3.8
	Nationalities in senior management	17	17
Training and continuing education	Costs as percentage of personnel costs	2.3	2.2
Employees by region	Bayer Group	82,600	106,000
	Europe	45,700	57,800
	North America	13,100	17,200
	Asia Pacific	13,200	17,300
	Latin America/Africa/Middle East	10,600	13,700
Occupational Injuries	Occ. injuries resulting in absence from work / per million hours worked	2.7	2.8

*Continuing operations

Reporting on social indicators extended



Social securance per Region*				
	Proportion of employees with			
	Contractually established work hours**	Health Insurance	Company Pension Program	Collective agreement coverage
Europe	100	100	91,2	92.6
North America	100	91	100	10
Asia Pacific	100	100	67	20.8
Latin America/Middle East	100	100	53.4	42.4
Bayer Group	100	98.6	84.6	63.3

*per March 31, 2007. Based on 93 % of FTEs

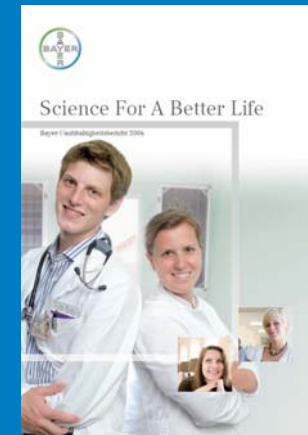
** max 48 hours / week

Continuous reporting on commitments and achievements



www.bayer.com

Use of resources	Water		
Energy use (petajoules (10 ¹⁵ joules)/year)	82	91	
Employees and Society			
Diversity and opportunity	Percentage of women in Bayer Group senior managements ²	3.9	3.8
	Number of nationalities in Bayer Group senior management ²	17	17
	Training costs in percent of personnel expenses	2.3	2.2
	Number of employees by region as of December 31 (permanent and temporary)		
	Europe	45,700	57,800
	North America	13,100	17,200
	Asia-Pacific	13,200	17,200



Sustainability Report

www.sustainability.bayer.com

- Next edition to be published soon -

Previous Report awarded "Best sustainability Report" 2006 by the German Chamber of certified public accountants



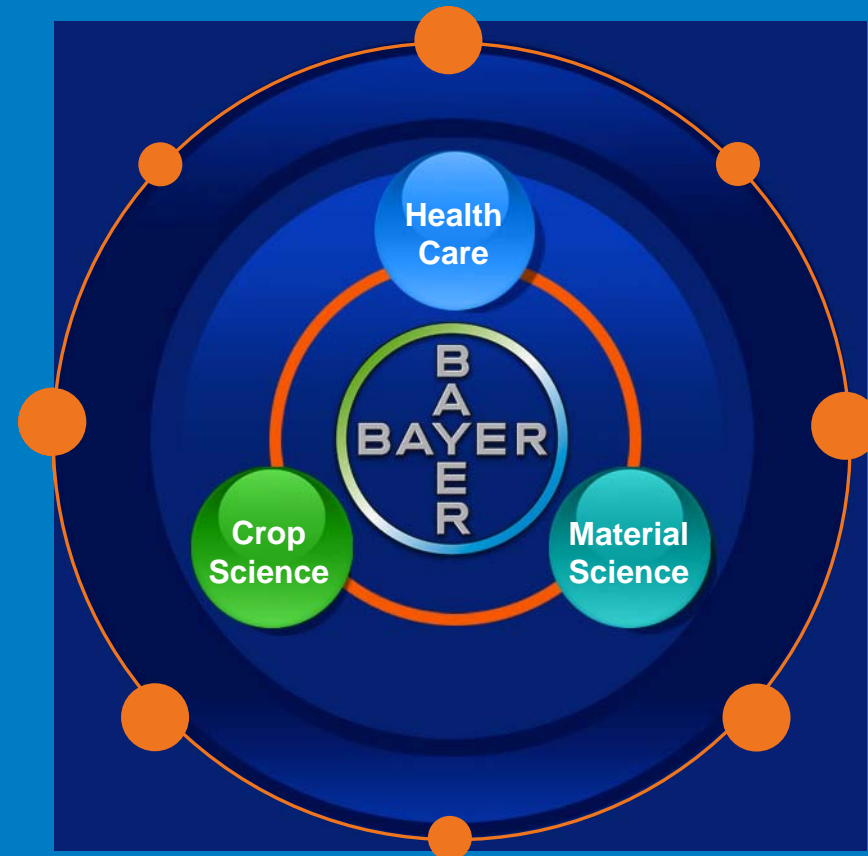
Bayer: "Science for A Better Life"



Innovation...

Sustainability...

Dialogue...



...for future growth and long-term success



Thank you very much for your attention



Appendix

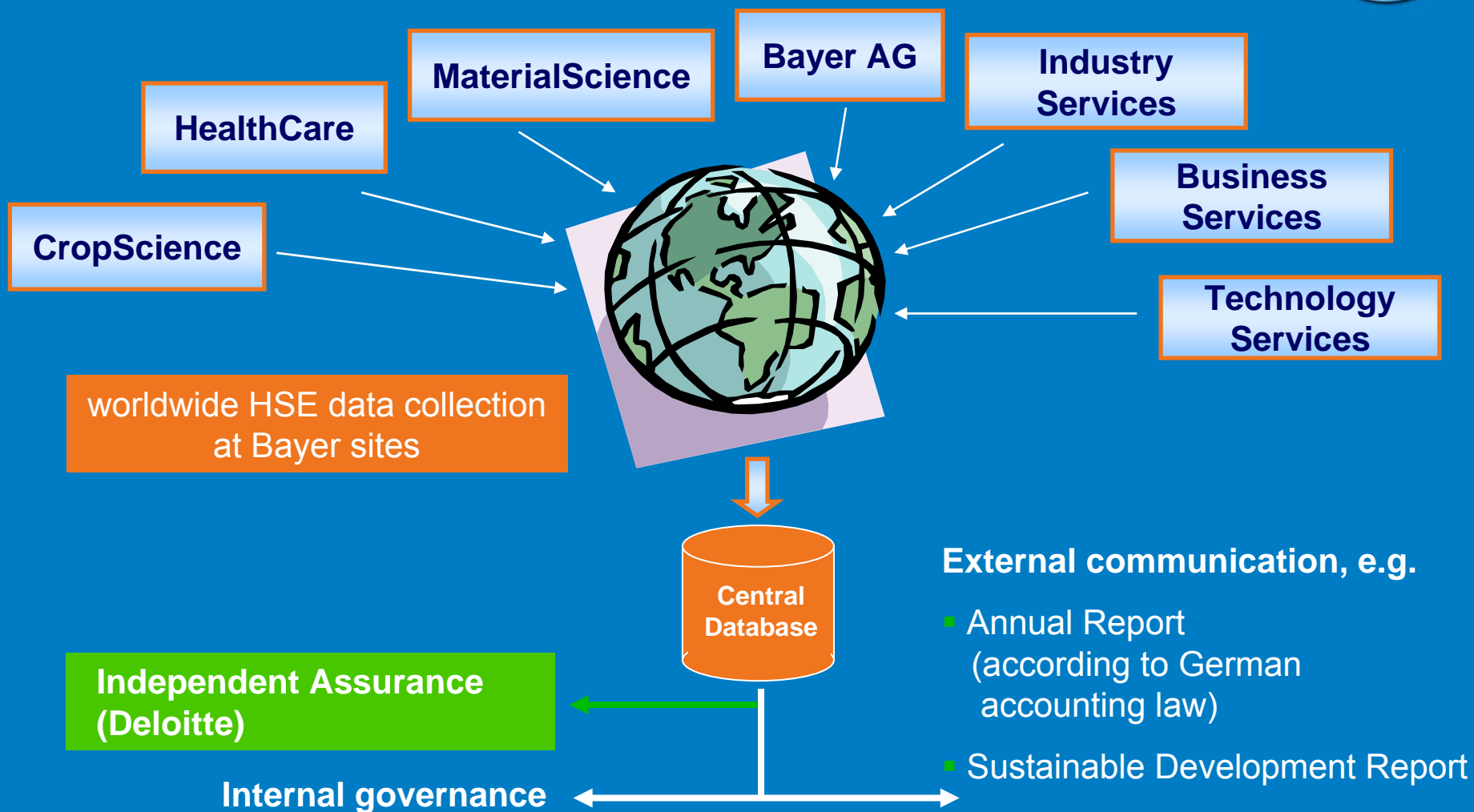
Sustainability Management is integrated into all levels of the Bayer Group



Group level: general	Bayer Values		
	Leadership Principles		
	Policies		
Group level: sustainability	Sustainable Development Policy		
	Commitments to: <ul style="list-style-type: none"> Responsible Care Global Compact World Business Council for Sustainable Development Corporate Social Responsibility 	Positions on relevant basic issues, such as <ul style="list-style-type: none"> Human rights Gene technology 	Sustainability Management <ul style="list-style-type: none"> Goals Reporting Steering
Subgroup and Service Company level (incl. regions and countries)	Policies, goals and strategies HSEQ management systems and audits Responsible Care programs and initiatives Opportunity and risk management		



Key Performance Indicators form an important basis for management & reporting



Performance Data Health, Safety, Environment: Key element of reporting



Category	Indicator	2005 ¹	2006 ^{1, 2}
Health & safety	Industrial injuries to Bayer employees (at least one day absence) (number of injuries per million hours worked)	2.7	2.8
	Reportable industrial injuries to Bayer employees (number of injuries per million hours worked)	4.0	4.3
	Major environmental incidents	2	8
	Transportation incidents	3	9
Emissions & waste	Greenhouse gases (million metric tons CO ₂ equivalent per year)	3.8	3.8
	Volatile organic compounds (VOC) (thousand metric tons per year)	3.4	2.9
	Total phosphorus in waste water (TOC) (thousand metric tons per year)	0.7	0.8
	Total nitrogen in waste water (thousand metric tons per year)	0.6	0.7
	Total organic carbon (TOC) (thousand metric tons per year)	1.5	1.5
	Hazardous waste generated (million metric tons per year)	0.4	0.3
	Hazardous waste landfilled (million metric tons per year)	0.2	0.1
Use of resources	Water use (million cubic meters per day)	1.2	1.2
	Energy use (petajoules per year)	82	91



1) Without Diagnostics, HC Starck, Wolff Walsrode

2) Including Schering as of June 23, 2006

Bayer is currently included in key sustainability indices and funds



CARBON DISCLOSURE PROJECT

Corporate governance & compliance program



- Bayer complies with the German Corporate Governance Code
 - ➔ Declaration by the Board of Management and the Supervisory Board
 - ➔ Subsection 4.1.4 „The Management Board must make provisions for suitable risk management and risk controlling in the company“
- Program for Legal Compliance
 - ➔ 13 Aspects elaborated
 - ➔ Documents externally available
(<http://www.bayer.com/bayer-group/corporate-compliance/page1134.htm>)
- Implementation
 - ➔ Necessary information and advice available for all employees
 - ➔ Responsibility of supervisors
 - ➔ Compliance Committees
 - ➔ Obligation to report violations (e.g. via toll-free hotline / e-mail address)
 - ➔ Monitoring by Corporate Auditing
 - ➔ Specific emphasis in 2007 to combat corruption



Financial Highlights



in € million	Q1'07	Δ	FY'06	Δ
Sales	8,335	+ 23%	28,956	+ 17%
■ HealthCare	3,610	+ 64%	11,724	+ 47%
■ CropScience	1,786	+ 1%	5,700	- 3%
■ MaterialScience	2,608	+ 5%	10,161	+ 8%
EBITDA underlying	1,990	+ 27%	5,584	+ 21%
■ HealthCare	948	+ 104%	2,613	+ 76%
■ CropScience	584	+ 6%	1,204	- 5%
■ MaterialScience	409	- 24%	1,677	- 5%
EBIT underlying	1,375	+ 17%	3,479	+ 14%
Non-operating result	(218)	- 4%	(782)	- 30%
Net income	2,809	•	1,683	+ 5%
Core EPS (in €)	1.26	+ 25%	3.24	+ 14%
Net cash flow	375	•	3,928	+ 22%

Calendar of Events



Date	Event	Publication
Tuesday, May 08, 2007	Investor Conference Call	First Quarter Results Stockholders' Newsletter
Monday / Tuesday, June 18-19, 2007	Bayer HealthCare Investor Day in Leverkusen	
June 2007	2006 Sustainability Report	
Tuesday, August 07, 2007	Investor Conference Call	Second Quarter Results Stockholders' Newsletter
Tuesday, November 06, 2007	Investor Conference Call	Third Quarter Results Stockholders' Newsletter
Friday, April 25, 2008	Annual General Meeting	
Monday, April 28, 2008	Payment of Dividend	

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