



Health for all,

Hunger for none

BAYER CROPSCIENCE LIMITED
INVESTOR MEET
2024



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Contents

01



Macro & Micro Environment

02



Financial performance

03



Business update

04



Strategic growth drivers

05



Q&A



BETTER LIFE
FARMING



SAHBHAAGI



A TRUSTED PARTNER





Macro & Micro Environment

Public awareness of sustainability practices



Climate change



Global trade dynamics



Competitive market & labour shortage



Technological and Financial innovation



Growing population vs. arable land



Government policies and initiatives



KEY DRIVERS



Pillars of Sustainable Growth

Perform

Transform

Partnership & Sustainability

Financial performance

Simon-Johannes Britsch

Executive Director & Chief Financial Officer, BCSL



Perform



Transform





Financial Highlights 2023 -24

	FY 2023-24	Q1 2024-25
Revenue from Operations in ₹ mio; Δ% yoy	51,032 -0.7%	16,312 -6.2%
Profit before Tax and Exceptional Items in ₹ mio; Δ% yoy	9,414 +6.2%	3,158 -22.2%
Earnings per Share in ₹; Δ% yoy	165 -2.3%	
Dividend declared per Share* in ₹ ; Δ% yoy	140 +7.7%	
Return on Capital Employed	33.1% +50 bps	

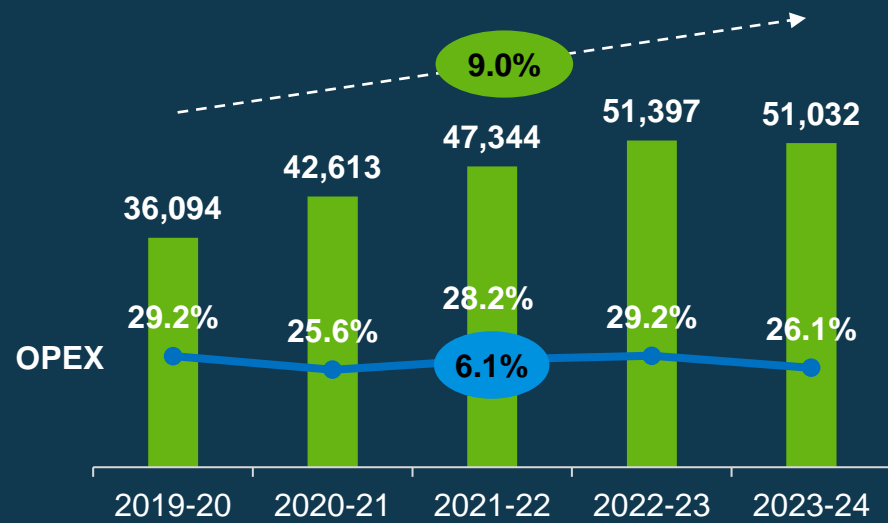
EPS = Earnings (after Exceptional Items & Tax) per Share

*Includes Final Dividend of ₹35.00 per share subject to shareholders' approval



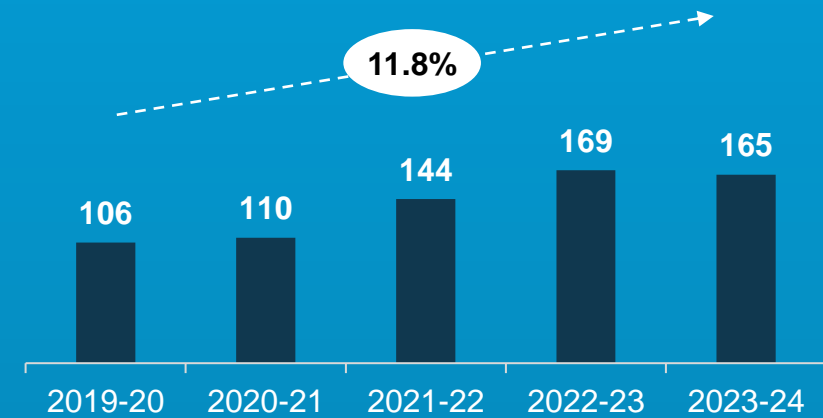
Financial Metrics – Five Year Development

Revenue from Operations & OPEX [in ₹ Mio]



// proactive OPEX management while prioritizing investments for future growth

Earnings per Share [in ₹]



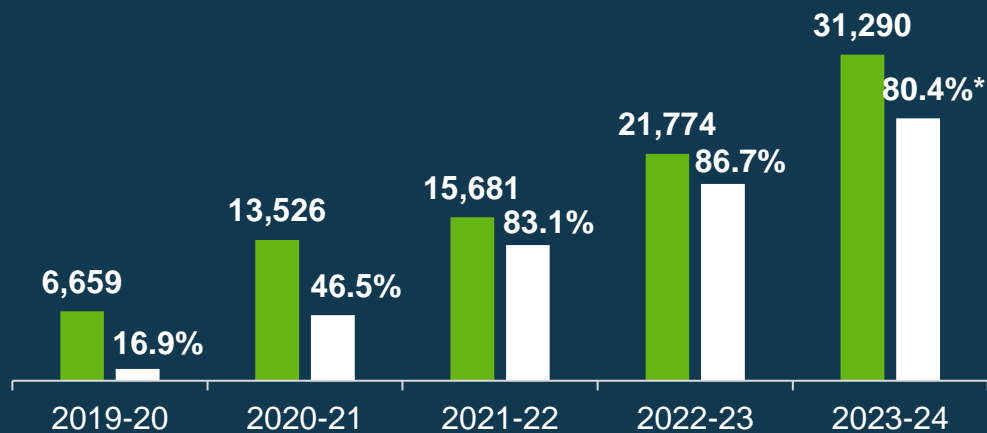
// sustained margins despite inflationary pressure and supply chain challenges

OPEX = Operating Expenses
Earnings per share = Earnings (after Exceptional Items & Tax) per Share



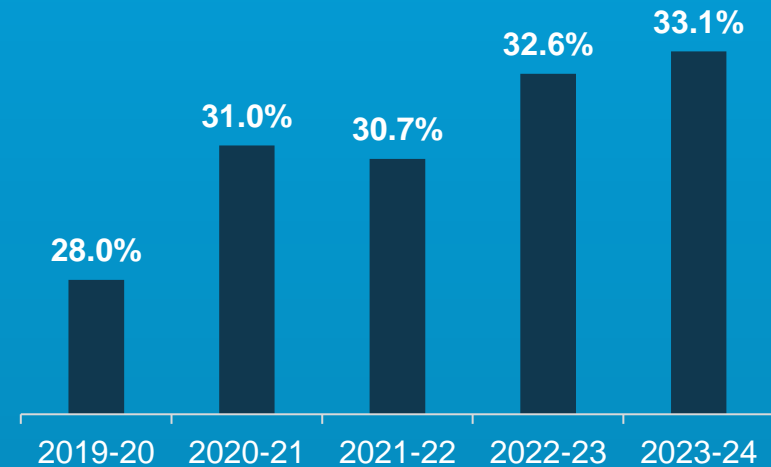
Financial Metrics – Five Year Development

Cumulated Cashflow⁺ vs Dividend [in ₹ Mio]



- // conversion rate of 76% of Profit (before Exceptional Items & Tax) into Cashflow from Operations
- // effective working capital management focusing on collections and inventory management

Return on Capital Employed



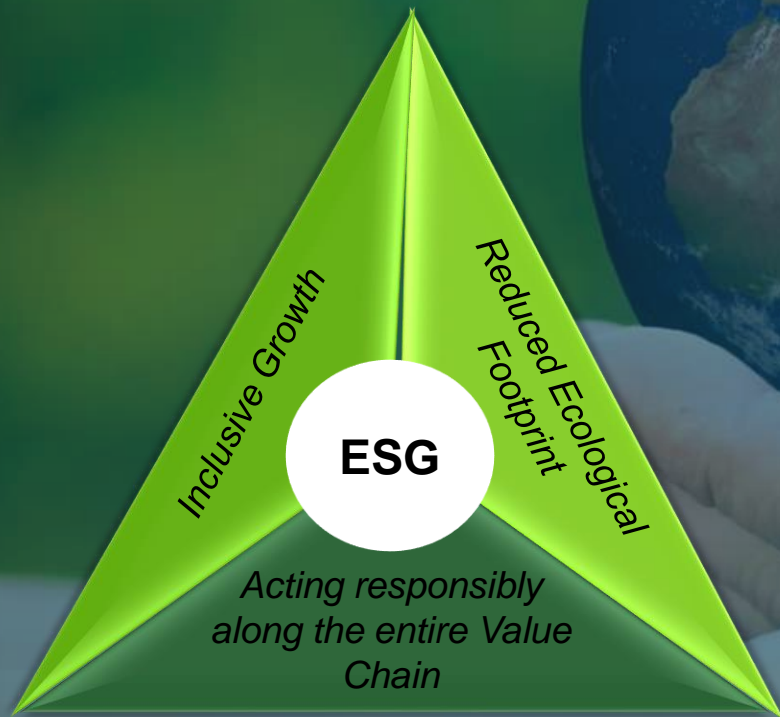
- // continuous execution of efficient capital management

⁺ Cashflow from Operations

* includes Final Dividend of ₹ 35 per share subject to shareholders approval



Environmental, Social and Governance Update



Energy from renewable Sources: increased +++
4,259 joules (9.3% of total) / PY: 290 joules



GHG emissions (Scope 1): reduced by 40%
976 t CO₂e / PY: 1,637 t CO₂e



Total waste generated: reduced by 47%
2,781 mt / PY: 5,205 mt



Improving Gender Diversity
male 79%, female 21%
new Hires: male 68%, female 32%

PY = Previous Year



Business update

Simon-Thorsten Wiebusch

Vice Chairman & Managing Director and CEO



Solid performance in Crop Protection and Seeds portfolio amidst challenging year of deficit monsoon and lower reservoir water levels



Sales



- // Top contributors Dekalb, Roundup, Nativio, Laudis, Council Active
- // Growth driven by Horticulture, Corn, Paddy
- // Record sales volume in Corn Seeds
- // Continued Brand building lead to high demand for key Brands



Liquidation



- // Moderate liquidation growth in CP
- // Strong performance in Corn Seeds
- // Renkli & Curbix Pro launched in gap segments
- // Acerbo & Reatis launched in specialty segments
- // Channel inventory lower vs PY



Weather



- // Deficit monsoon with dry spell in key CP product usage months
- // Large deficit in Southern peninsula coupled with lower reservoir levels
- // Overall low plant protection activities across the year
- // Water storage levels impacted Rabi crops



Commodity Price



- // Commodity prices adjusted against supply situation vs PY
- // Increase vs PY in Rice commodity prices whereas Cotton, Soybean decreased & Wheat remained stable
- // Chilli lower vs PY, Onion better vs PY & other vegetables kept fluctuating basis supply trend



Acreages



- // Increase in Rice & Corn acreages driven by commodity prices
- // Reduction in acreages of Cotton, pulses & oilseeds - impacted by commodity price & monsoon deficit
- // Rabi acreage impacted due to deficit monsoon & lower reservoir levels

CP = Crop Protection
PY = Previous Year



Corn Demand, Supply and Growth Drivers

//////////

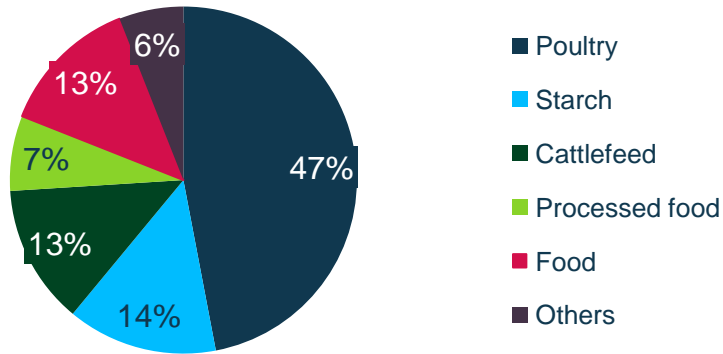


**A tradition of
prosperity**



Robust domestic demand to meet Food and Energy Security; Acre increase and Productivity key levers to meet the requirement

Demand for Corn increasing with multiple usage

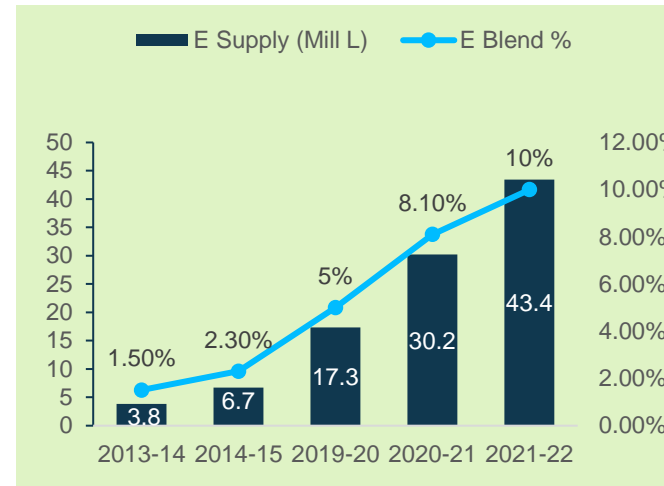


Source: Indian Institute of Maize Research: India Maize Scenario

Demand outpacing Supply

- // Corn Acreage expected to be in Growth Momentum given higher demand for corn
- // Capacity addition in Poultry, Starch, Ethanol and Feed to outstrip production Increased acres and productivity to meet the additional demand including silage and ethanol

Ethanol as Energy Security



Source: Ethanol Growth Story Bulleting, Ministry of Petroleum

1. Planned target of E20 by 2025
2. Niti Ayog roadmap for 10 Billion Liters Ethanol required
3. Additional corn required to meet the Ethanol demand given corn can be an opportunity crop for the same

Silage as Feed Security

- // India is the biggest producer of milk globally
- // Low milk productivity @1600kg compared to global average of 2700kg/animal due to quality feed
- // There is net deficiency of green fodder 35.6% (IGFRI Vision 2050)
- // Corn silage can help in providing nutritional alternative and provides additional opportunity for corn growth

Source: Silage making bulleting Indian Council of Agricultural Research
IGFRI = Indian Grassland and Fodder Research Institute



Perform



Transform





Dynamic Shared Ownership is key to creating the best Bayer for our farmers, employees, investors and society at large

Dynamic Shared Ownership Operating Model



What We Want to Deliver: the best Bayer

Be the best Bayer for our farmers, employees, investors and society at large



Productive, Fulfilled People



World-Leading Innovation

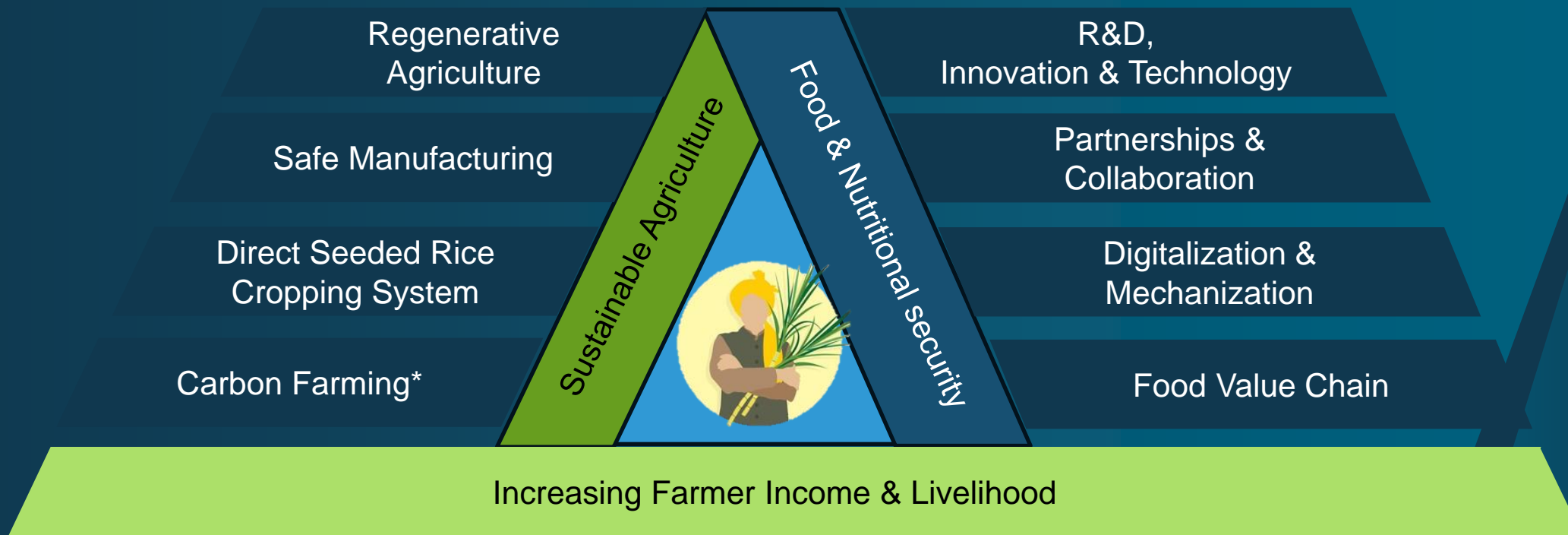


Superior Financial Performance



Continue to invest in long term growth drivers

Value creation for all stakeholders



A **Collaborative Ecosystem** to solve for agriculture's biggest challenges

- Better Life Farming
- Farmer Producer Organizations
- Sahbhaagi
- Tailored Solutions



**Produce 50% More.
Restore Nature.
Scale Regenerative Ag.**

**initiatives pertain to other Bayer legal entities in India*



Better Life Farming (BLF) - holistic solution approach is proving to be a differentiated go-to-market strategy empowering smallholder farmers



2,500+
BLF Centers

10
States with significant presence

10+
Input Partners

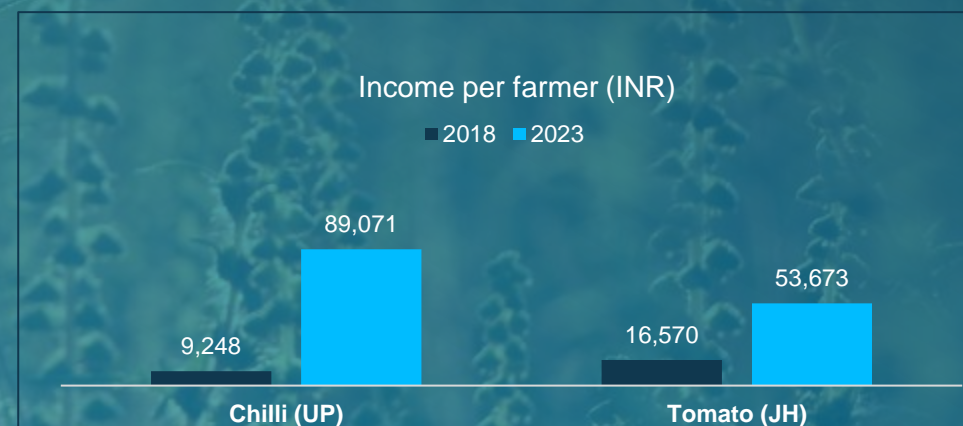
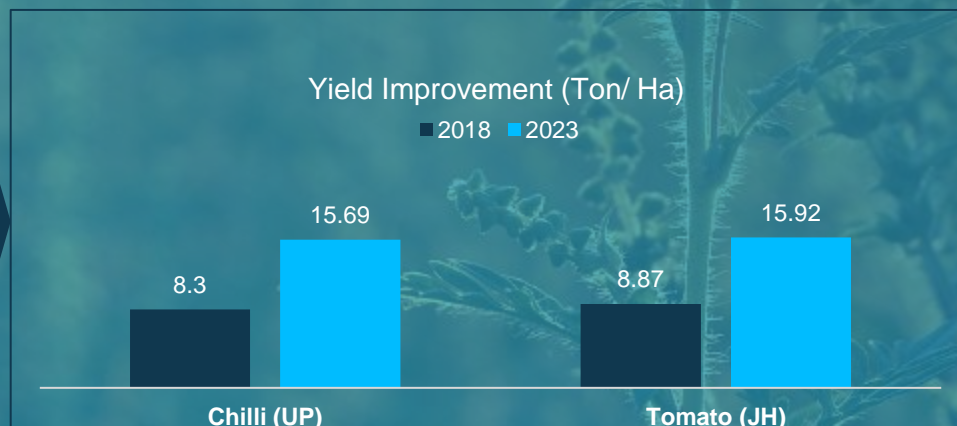
150
Women Agri-Entrepreneur

650,000+
Smallholder Farmer Reach

49K+ MT
Offtake from 750 centers (paddy, veg, cereals)

Impact assessment study by IFC

Sample: 1,200 farmers





Driving small holder collectivization by enabling Farmer Producer Organisations (FPOs)

Government's Plan

Overall scale

- // 30,000 FPOs registered
- // 1500+ all women FPOs
- // 8,000+ in Input business
- // 250K+ villages coverage
- // 10+ Mn farmer collectivization

Needs of FPOs

- // Access to quality inputs
- // Capacity building for sustainability
- // Market Linkages for value chain support
- // Viability of farming as a Business for SHFs
- // Farming Revenue Aggregation by collective

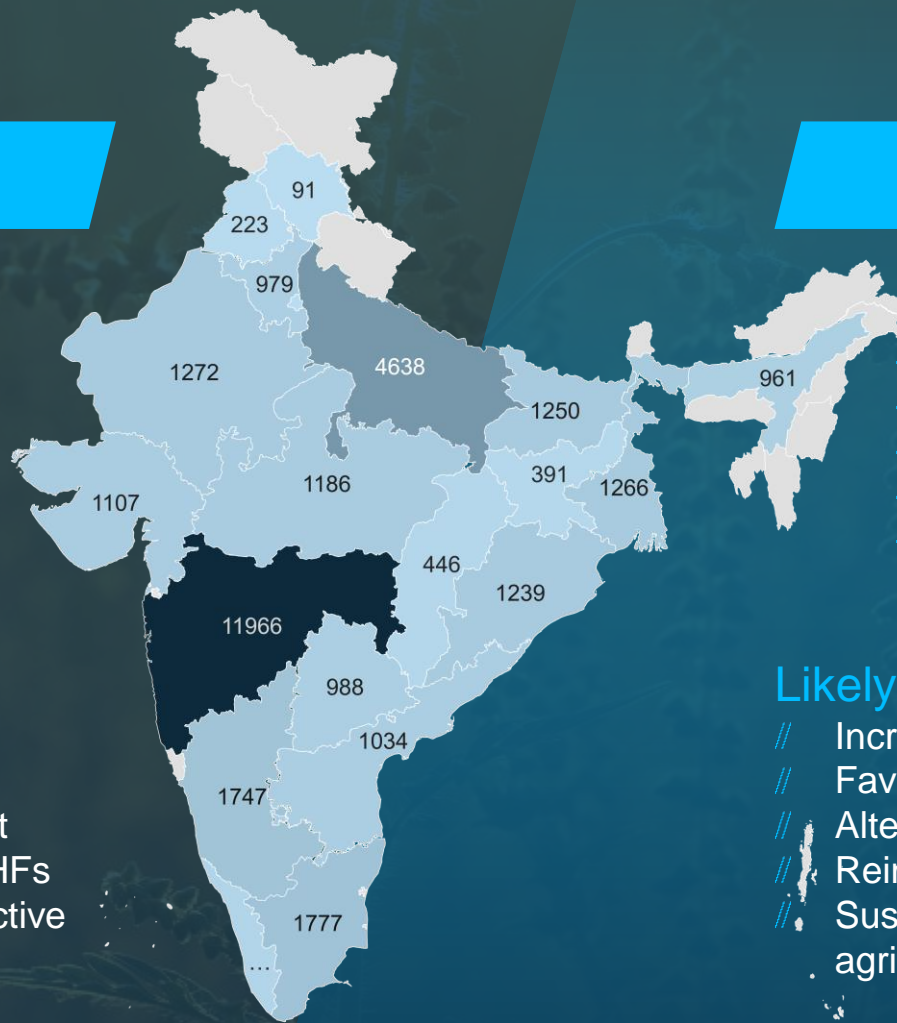
Bayer's Vision

Current Status

- // Formation & handholding 350+ FPOs
- // FPO capacity building connect 3000
- // FPO run retails shop reach: 2,000
- // Women Collective Reach : 20
- // Women farmer reach: 100,000

Likely Impact

- // Increased reach for business expansion
- // Favorable business environment for Bayer
- // Alternate revenue creation FPO run PoS
- // Reinforce license to operate
- // Sustainability goals – gender smart agriculture



Govt's statewise FPO scale-up plan

Powered by Bing
© GeoNames, Microsoft, TomTom

SHF= Smallholder Farmer

India map for illustrative purpose only



Ground report - Drone & Direct Seeded Rice (DSR) Operations



Drone Spray Awareness Camp



Handholding seed production farmers of Odisha by easing out their spray operations through drones

Formerly an IT professional, Pushpinder Singh is now a trendsetter for the farming community in Ganganagar district by adopting Bayer's drone services.

He says "Using traditional ways of spraying using tractor-mounted machines, our crops especially tall crops used to get damaged, and that damage was not recovered. Drone is a great technology which can overcome such challenges"



Supporting smallholder farmers in sustainable rice production through DSR Mechanization





Direct-2-Farmer connect via our digital outreach

Integrated campaigns to increase brand awareness & purchase consideration

Owned Media



10 Languages



15 States



Reach: 3.5 Mn App Installs
450K Peak Monthly Active Users



26 Crops Advisory



400+ Mandis



Anti Counterfeit: 2.3 Mn
authentication scans since launch
in Nov '22



Image based recognition: 70K+ diseases/pests
diagnosed

Shared Media



Subscribers: 235K Organic Reach through
Facebook & YouTube

Farmers: 28.5M Facebook Unique Reach
& **1.2M** Cumulative Reach through Instant
Messaging Campaigns



Video Views: 17.7M Total YouTube videos watched

Paid Media



**Innovative Platforms
targeted for Digital Farmer
Campaigns**



73.8M Farmers
Cumulative Reach





Deep Dive on



Finance

- **Digitizing transactions & farming practices** of co-operative farmers creating dataflow to establish **credit-worthiness**
- Algorithm based **financial products** customized to **farmers' capital needs**
- Facilitates **better credit decisions by financial institutions**



Inputs & Advisory

- **Agronomic advice** to increase farm **productivity** boosts use of Bayer's **high-quality inputs**
- Co-operative **farmers** gain better **access** to right **inputs**
- Bayer & input partners get access to **new customers**, increase **share of wallet**, cross-selling and reduce **cost-to-serve**



Market Linkage

- **Digital marketplace** connects farmers **directly with buyers** ensuring **price transparency &** improves farmer **bargaining power & income**
- Off-takers gain **in-time access** to **aggregated produce**, meeting **quality standards**
- **Secure** market linkage enables farmers to **enhance farming** practice





Improving water use and enabling smallholders

DIRECT SEEDED RICE HAS POTENTIAL TO REDUCE WATER USE BY 40% PER HECTARE AND LABOR INTENSITY BY 50%

TODAY 80%
TRANSPLANTED PUDDLE RICE
(TPR)



TOMORROW, BY 2040, 75%
DIRECT SEEDED RICE (DSR):



Water savings per ha equal of up to **120,000** Indians taking a shower



GHG savings per ha equal around **1-2 cars** taken off the road in India



Manual labor reduced by up to **50 percent**

Opportunity for **75%** DSR HA in India by 2040¹

DIRECT SEEDED RICE SYSTEM

> Elite Designed Hybrid Rice



> Effective Weed Management & Crop protection



> Digital Insights & Agronomic Support



HYBRID RICE TRIALS





Q&A

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THANK YOU!



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