



Bayer CropScience Limited

Investor Meet 2025

November 25, 2025





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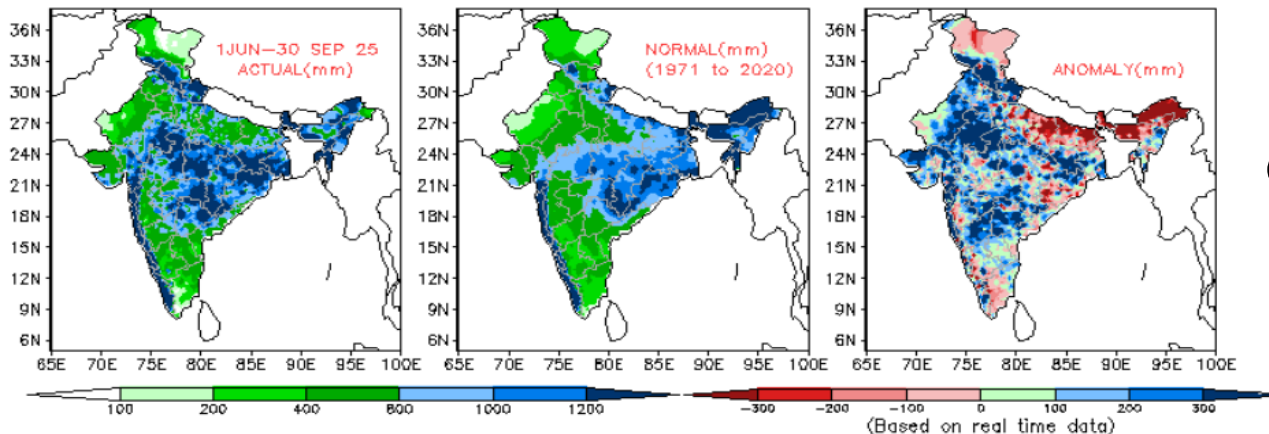
Bayer is a life science company and a global leader in health care and nutrition. Our innovative products support efforts to overcome the major challenges presented by a growing and aging global population.

Health for all, Hunger for none

Business Update and Financial Overview

Monsoon 2025: From Favorable Onset To Excess Impact

Monsoon Season Anomaly



**8% excess rain
across country**

India's monsoon is becoming more extreme

Punjab Declares All 23 Districts Flood-Hit; Jammu Rail, Road Traffic Affected As Rivers Swell

With at least 1,337 roads blocked in Himachal, 68 trains cancelled in Jammu, and hundreds of villages submerged in Punjab, relentless rains have brought North India's transport and daily life to a standstill.



Rain pounds West UP districts, triggers floods, crop losses

Moradabad, Bareilly, Pilibhit, Meerut and surrounding areas grapple with inundation. Yamuna touches Taj Mahal walls in Agra



Punjab's worst floods in nearly 4 decades: Crops on 3 lakh acres damaged; 1,018 villages submerged

timesofindia.indiatimes.com 31 Aug 2025



Marathwada rain toll rises to 11, extensive Kharif crop loss across state



India rain highlights: 8 killed in Chhattisgarh's Bastar flood, CM Sai directs officials to extend help

Revenue Minister Tankam Verma said that the floods have claimed eight lives, killed 16 livestock, damaged around 495 houses and 16 culverts and bridges in these districts.



October Weather Conditions

THE TIMES OF INDIA

Cyclone Montha caused Rs 5,265 crore damage including Rs 829 crore crop loss in AP: Naidu

Oct 31, 2025, 04:33 AM IST



Vijayawada: Chief minister Chandrababu Naidu said Andhra Pradesh successfully minimized the impact of Cyclone Montha through real-time coordination, technological foresight, and meticulous pre-planning. Addressing a press conference after a high-level review on Thursday, Naidu credited proactive governance and inter-departmental synergy for reducing loss of life and property.

Naidu said the preliminary estimates pegged the total loss at Rs 5,265 crore. The roads and buildings department alone suffered damages worth Rs 2,079 crore, while the power and water resources departments reported losses of Rs 207 crore. The

agriculture department recorded crop damage worth ₹829 crore. While no human casualties were reported, 120 cattle deaths occurred in separate incidents. "A comprehensive report is being prepared for submission to the Centre," Naidu said.



THE TIMES OF INDIA

Adverse weather hits grape dreams hard, farmers forced to axe grapevines in Nasik



THE TIMES OF INDIA

Downpour destroys 30% of cotton crop acreages in Nasik





Business Update

Resilient Corn Performance Despite Extreme Weather Challenges



Acreages

- ✓ **Kharif acreage surpasses 2024:** Resilient farmer sentiment despite regional weather variability
- ✓ **Oilseeds area declined:** Reduced soybean sowing in Central India.
- ✓ **Rice acreage up:** Timely monsoon onset and better water availability.



Commodity Prices

- ✓ **Key crop prices below benchmarks** ; weak procurement and market pressures
- ✓ **Prices** of soybean, moong, and groundnut **below MSPs**
- ✓ Paddy only crop with realization 1.8% below MSP



Sales

- ✓ **Robust growth** in Corn seeds driven by volume
- ✓ **Top products:** Dekalb, Roundup, Nativio, Laudis, Council Activ
- ✓ **Brand investments** driving robust demand for key products



Liquidation

- ✓ **Q1 Double digit growth**, driven by volume; early onset of monsoon.
- ✓ **Q2 impacted:** Persistent rainfall across key geographies; missed/lower sprays.
- ✓ Liquidation driven by paddy, horticulture crops and maize.



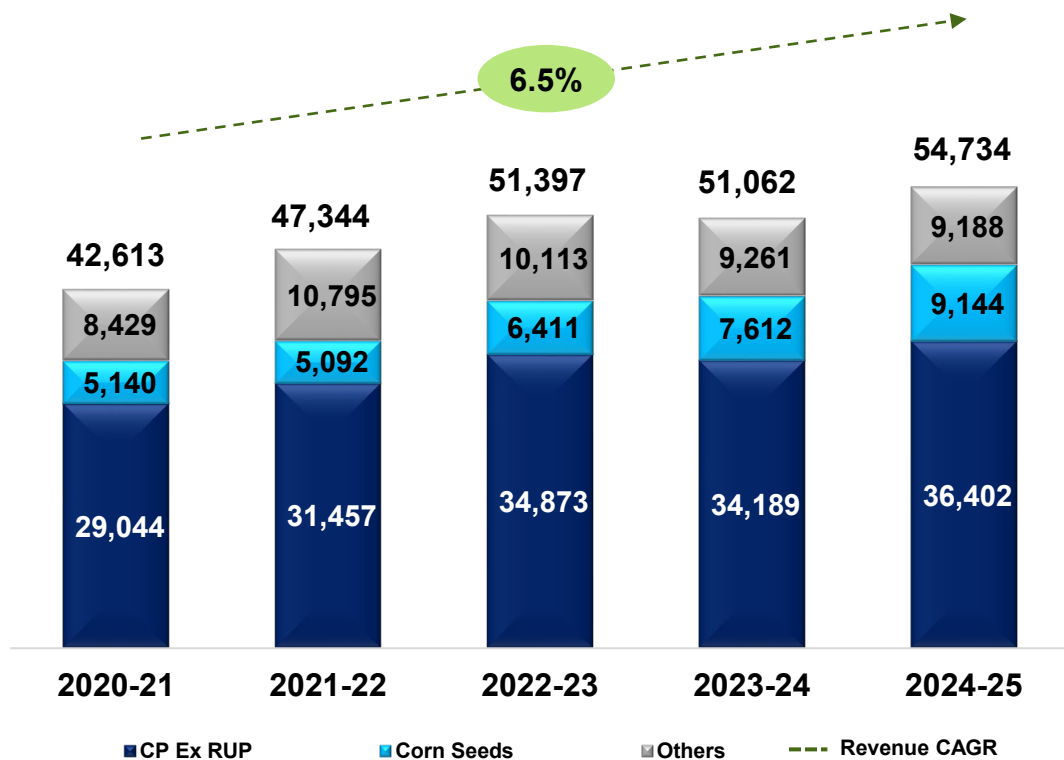
Financial Highlights

	FY 2024-25	Q1 FY2025-26	Q2 FY2025-26	H1 FY2025-26
Revenue from Operations in ₹ mio; Δ% yoy	54,734 +7%	19,146 +17%	15,534 -11%	34,680 +3%
Profit Before Tax in ₹ mio; Δ% yoy	7,074 -25%	3,352 +6%	2,003 +5%	5,355 +6%
Earnings per Share in ₹; Δ% yoy	126 -23.3%	62 +10%	34 +12%	96 +10%
Profit After Tax to Revenue in %, Δ bps	10.4% -420	14.6% -103	9.8% +199	12.4% +85
Dividend Per Share in ₹	125	-	90*	90*



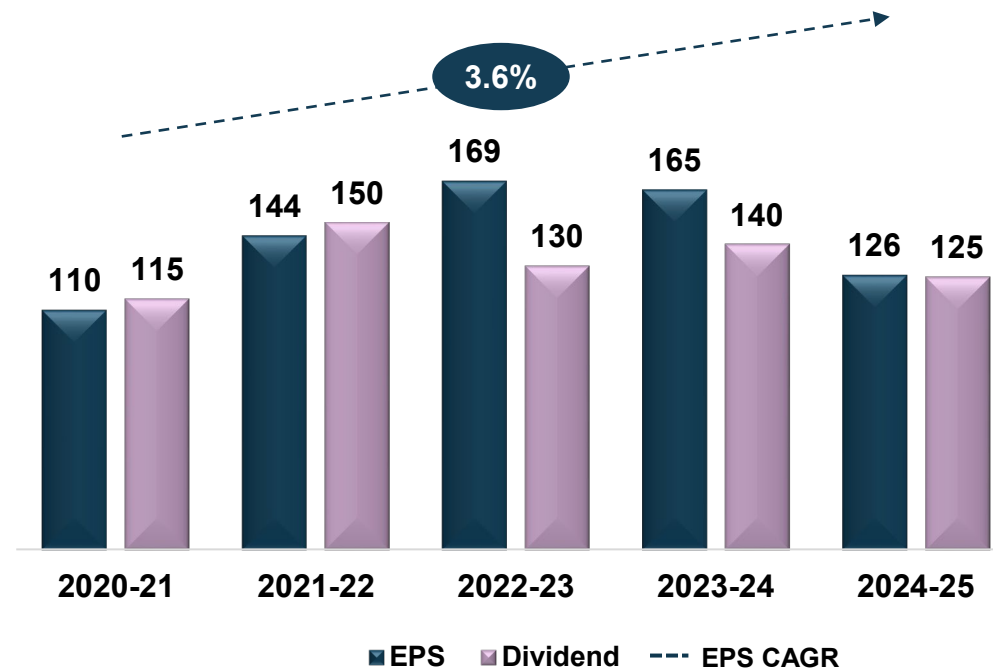
Financial Highlights

Revenue from Operations [in ₹ Mio]



The Company has only one reportable business segment, i.e. "Agri Care"

Earnings per Share and Dividend [in ₹]





Future Framework



Global CS 5-year Framework In Place To Strengthen Financial Profile, Enhance Resilience And Unlock Full Growth Potential





Our Strategic Pillars



Crop Protection: Accelerate innovation and deliver differentiated product launches



Corn: Drive market leadership through growth initiatives and advanced technologies



Rice: Scale DSR and strengthen brand equity for sustained impact



GTM: Deploy agile, tailored models to maximize market reach and efficiency



Digital Transformation: Empower stakeholders with cutting-edge tools, actionable data and seamless phygital integration

Crop Protection Market Outlook

Macro-economic: India Is At A Strong Growth Trajectory

- **6.6% GDP growth** (IMF); Agri & allied sectors ~15% of GDP
- **PM Dhan-Dhaanya Krishi Yojana:** 100 districts Improve Productivity • Credit disbursement • Cropping intensity
- **Pulses Mission:** +6 yr program | 31 Mha target | 100% procurement (lentil, moong, pigeon pea)
- **MSP** ↑ ~7% YoY (Kharif 2025-26)
- **GST cut:** Reduces farm equipment costs (tractors, harvesters)
- **Ethanol push** driving biofuel momentum

Crop Outlook

-  **Corn** – Acreage growth; prices remain firm
-  **Rice** – Strong MSP & steady procurement
-  **Horti** – Record output; prices to moderate
-  **Cotton** – Export strength; demand recovery by FY26–27
-  **Pulses & Oilseeds** – Govt push; import curbs support prices

India Agrochemical Industry Dynamics

Pressure from
Generic Companies



Increasing Hurdles
for Innovation



Challenging Market
Environment



Channel/Farm
ROI



Unlocking Potential: Crop Protection Strategy For Long-term Value

Strengthen Profitability, Competitiveness and Sustainable Customer Value

Key Pillars Of CP Portfolio Strategy



Portfolio prioritization & profitability



Revenue and treated area market share growth



Timely lifecycle management



New Product Launches

Expanding Market Footprint Through Record Product Launches

BICOTA



Innovative solution for effective Stem Borer control in paddy

ETCIO STAR



Pre-emergent herbicide, controlling weeds

CAMALUS



Unique pest-spectrum insecticide for smarter, sustainable control

FELUJIT



Effective Sheath Blight control for paddy cultivation

SPINTOR



Broad-spectrum biological insecticide for multi-crop pest control

MATENO MORE



Next-gen herbicide delivering long-lasting control of persistent wheat weeds

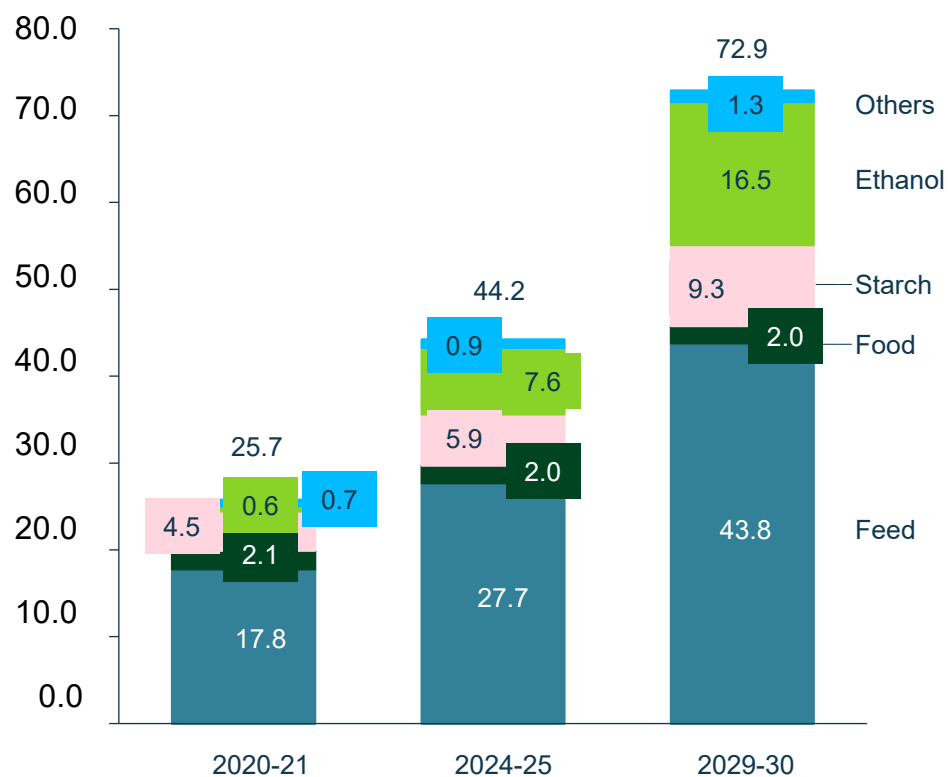
COUNCIL PRIME



Comprehensive weed control - grasses, sedges, broadleaf

Corn: 2X Market Demand By 2030 To Meet Food And Energy Security Needs

Portfolio Wise Corn Demand



3rd Largest Cereal Crop
(11-12 M ha, 37 MMT)



Productivity gap vs Global
3.7 vs 5.8 t/ha



Demand forecast
70 MMT by 2030 | 90 MMT by 2047



Expanding feed, Biofuel and Industrial use

Accelerating Corn Growth To Strengthen India's Food And Energy Future



Rice From Stability To Scalable Profitable Growth

Rice: Foundation of Strength



4 Bn
People
dependency



150 Mn
Smallholders'
dependency



**Increasing
consumption**
demand from Asia & Africa

Strategic Acceleration

- Strengthen fragmented distribution & improve GTM efficiency
- Drive OPEX reduction and accelerate DSR transition

Profitable & Sustainable Growth



Target EBIT growth
through innovation
and value capture



Deliver higher farmer
returns via mechanization
and DSR adoption



Scale sustainable
solutions reducing water
use & GHG emissions

DSR Opportunity / Bayer Direct Acres



Reduced water consumption
by 40% per ha.

Increase smallholder
livelihood by reduced cost
and increased income



>114K
Acres



Improved soil health &
biodiversity due to
optimized water use & tillage

Reduced drudgery due
to growing process of
DSR



~16K
Farmers



Less GHG emissions
by up to 45% per ha.

Increased ROI and
farm efficiency



Opportunity for 75% DSR HA in India by 2040

Key Drivers of DSR System Evolution

PORTFOLIO
INNOVATION

DIGITAL
CAPABILITIES

ENHANCED
GROWER
EXPERIENCE

PARTNERSHIP &
COLLABORATION

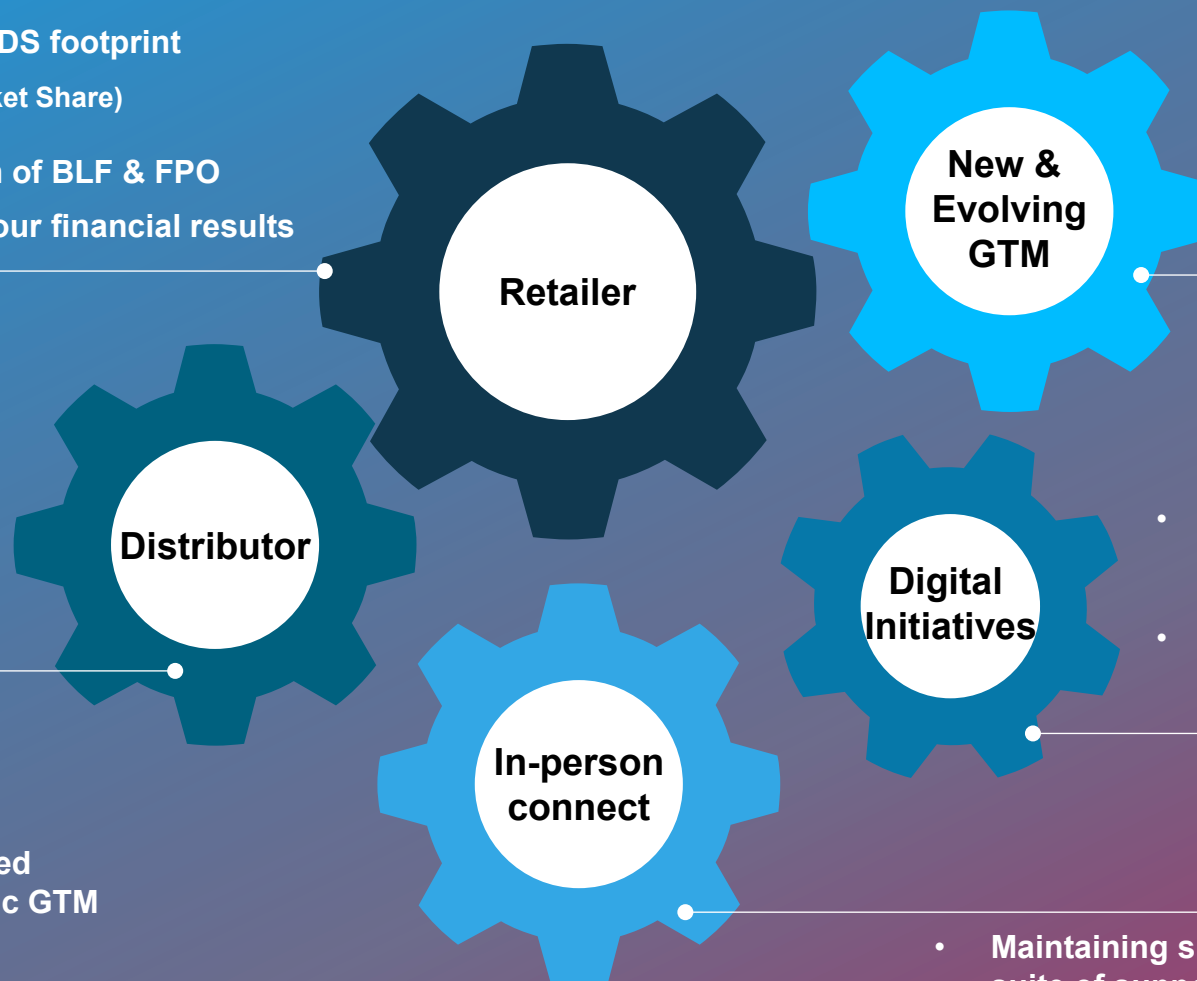
ALIVIO - CROP ASSURANCE

DRIVERS

5-year GTM Framework To Deliver On Our Business Objectives

Field Officer Territory (FOT) Acts As Foundational Building Block For GTM

- Focus on increasing RWDS footprint
(Reach, Width, Depth & Market Share)
- Increased representation of BLF & FPO
(Farmer Producing Org.) in our financial results



Current Activities

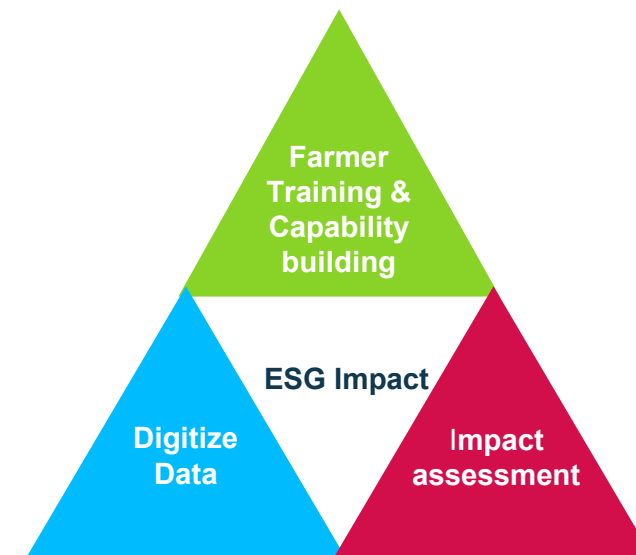
- Imparting Agronomic practices & Farmer Training
- Access to Quality Agri Input
- Market linkage and off-taking options
- Access to affordable finance
- 1500+ Centres (as of 2025)

Way Forward

- Expand reach in non-served FOTs under new GTM strategy
- Integrate FPOs & BLFs via Hub-and-Spoke model
- Strengthen partner linkages & ecosystem monetization
- Drive farmer impact through model plots & trainings

ESG Impact

Deliver ESG objectives of Bayer by advancing farmer impact metrics



Overall Improvement Of Farmer Experience In All Areas Of The Country



Well-positioned To Deliver On The 5-year Strategic Framework



- **Delivering disciplined growth in sales, profitability and cash flow**
- **Robust and diversified pipeline fueling future growth across portfolios**
- **Strengthened execution capabilities underpinning long-term value creation**



Q&A Session

Health for all, Hunger for none



Thank
you!