

Bayer CropScience



Your partner for growth

Bayer CropScience: Let's Go !

- | | |
|-------------------------|-----------|
| • EU approval received | April, 17 |
| • FTC approval received | May, 30 |
| • Closing Date | June, 3 |
| • Day One | June, 4 |

Total Divestment
Volume

Euro 650-700 mm

Insecticides:

Fipronil (Agriculture uses world-wide, with license-back option for regions outside EEA and USA. Environmental Science uses world-wide co-exclusive, except EEA), **Ethiprol**, **Phosalone**, **Cypermethrin**, **Cyfluthrin**, **Beta-Cyfluthrin**, **Oxydemeton-Methyl**, **Fenamiphos** (EEA), **Acetamiprid** (EEA, USA, Canada)

Fungicides:

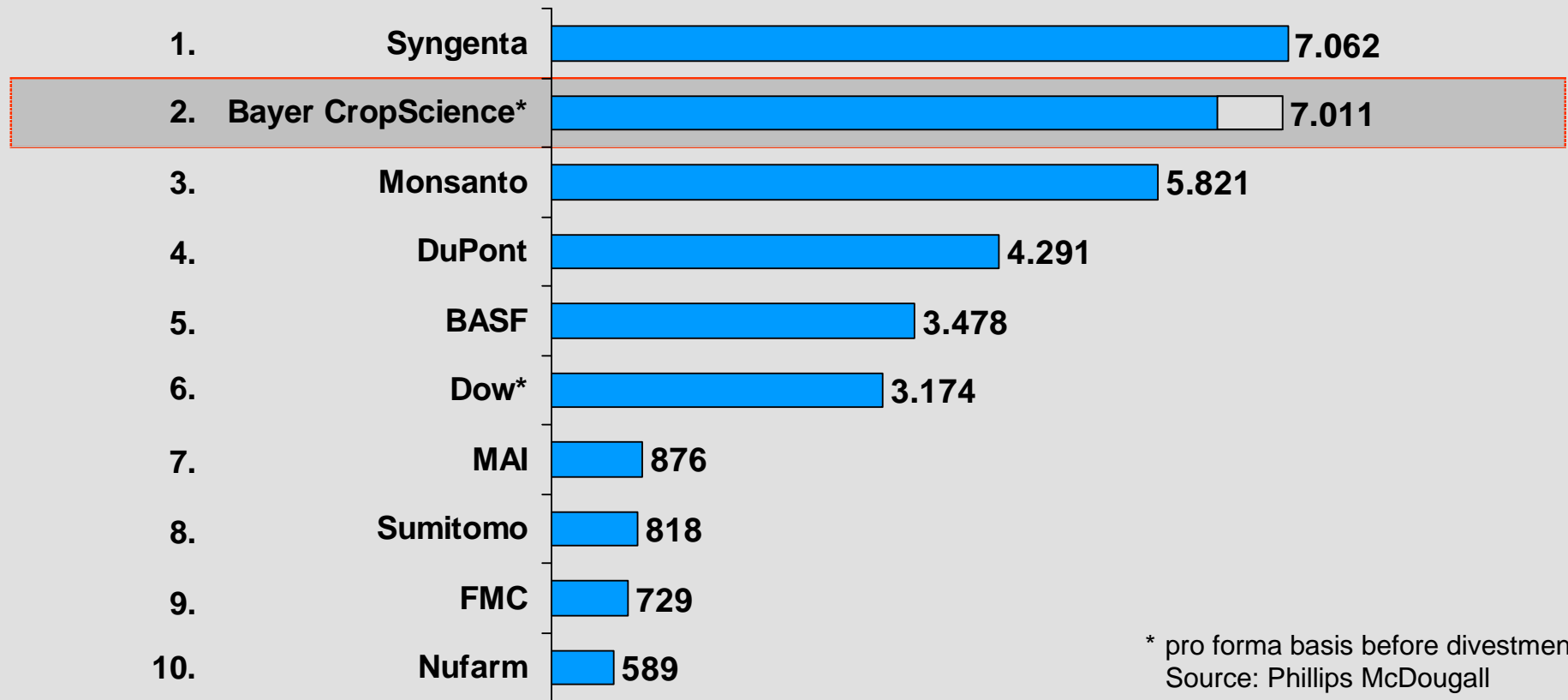
Iprodione, **Prochloraz**, **Pyrimethanil**, **Fluquinconazole** (EEA), **Triticonazole** (EEA, Canada)

Herbicides:

Metamitron, **Linuron** (EEA), **Flucarbazone-Sodium** (USA, Canada)

Leading Ag Companies - Turnover 2001

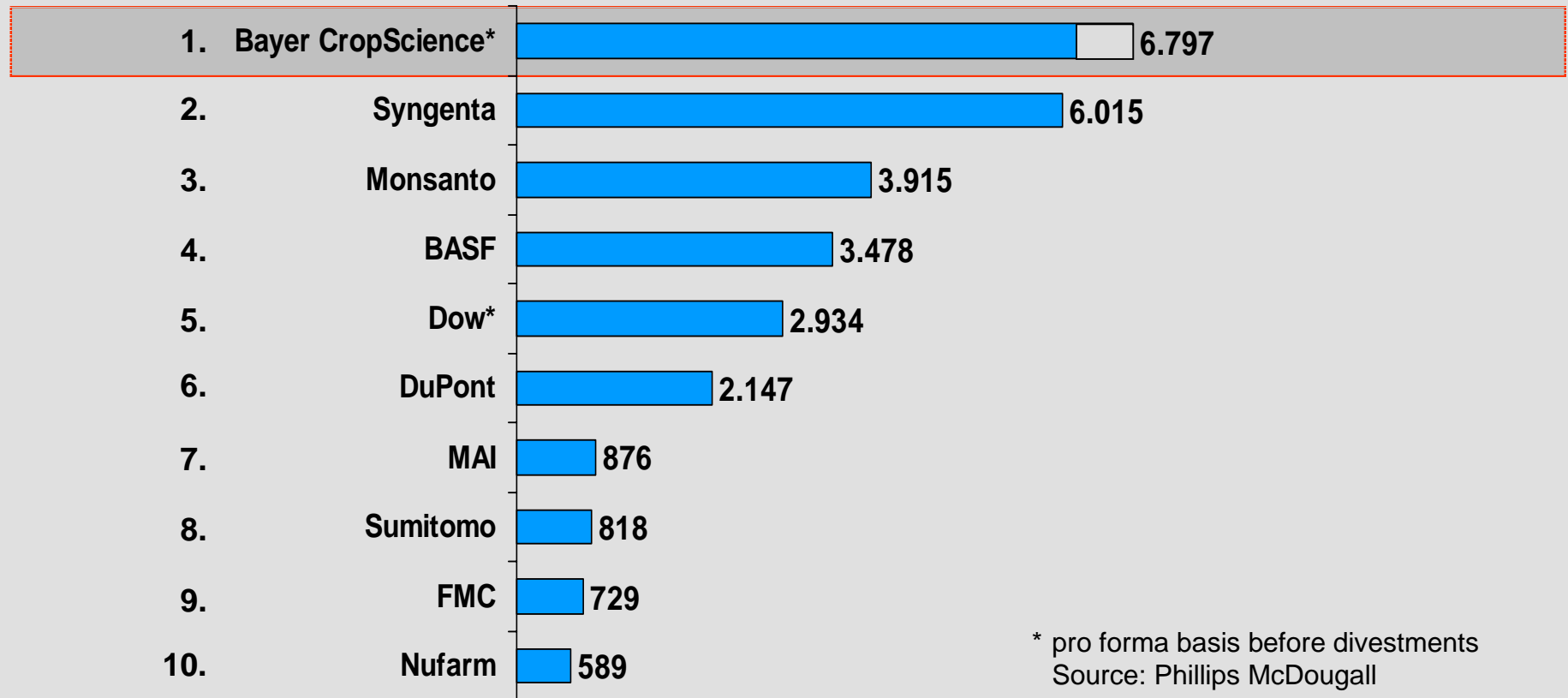
Turnover in mm Euro (**including** Seeds & Biotechnology)



* pro forma basis before divestments
Source: Phillips McDougall

Leading Ag Companies - Turnover 2001

Turnover in mm Euro (**excluding** Seeds & Biotechnology)



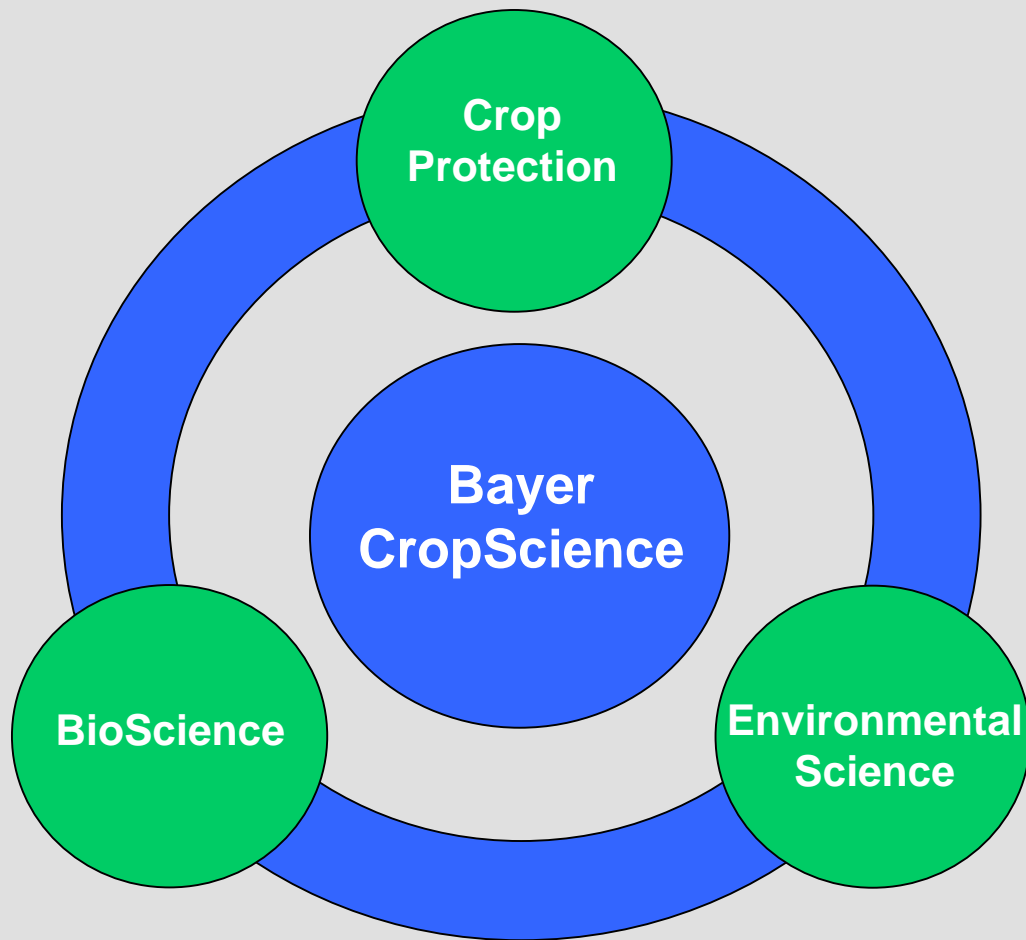
Bayer CropScience - Become the Leading Crop Science Company

- ① Growth rate of 4% (= double estimated market growth)
- ② EBIT margin of 20% in 2006

How do we get there ...

- Exploit the new portfolio to its full potential
 - Execute divestments
 - Analyse and streamline remaining portfolio
 - Drive innovation with pipeline compounds
 - Turnaround BioScience
 - Optimise asset management and supply chain processes
- Create a new Bayer CropScience identity**

Bayer CropScience - How the Company Operates



Crop Protection

- Insecticides
- Fungicides
- Herbicides
- Seed Treatment

BioScience

- Nunza
- Crop Improvement

Environmental Science

- Professional
- Consumer

Bayer CropScience: Combination of Two Strong Companies

Pro-forma combination 2001 including Bayer's Environmental Health business and estimated divestment impact

Market share

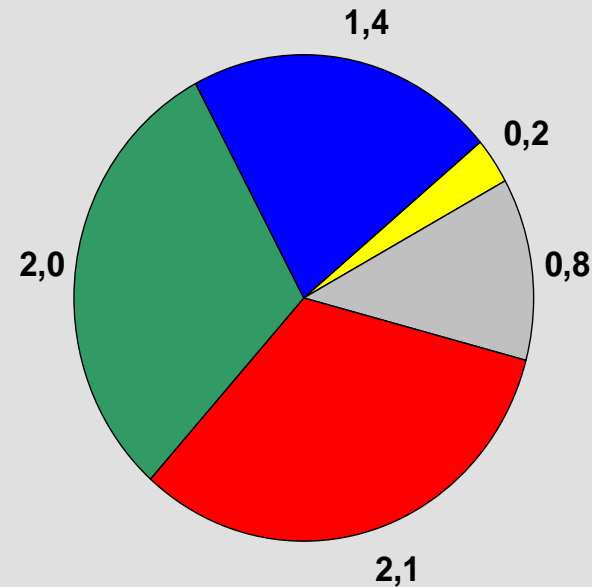
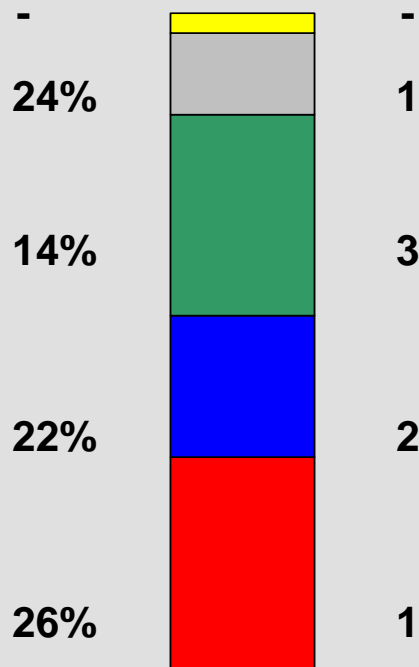
Market rank

Turnover 2001:

Euro 6,5 billion

Market share:

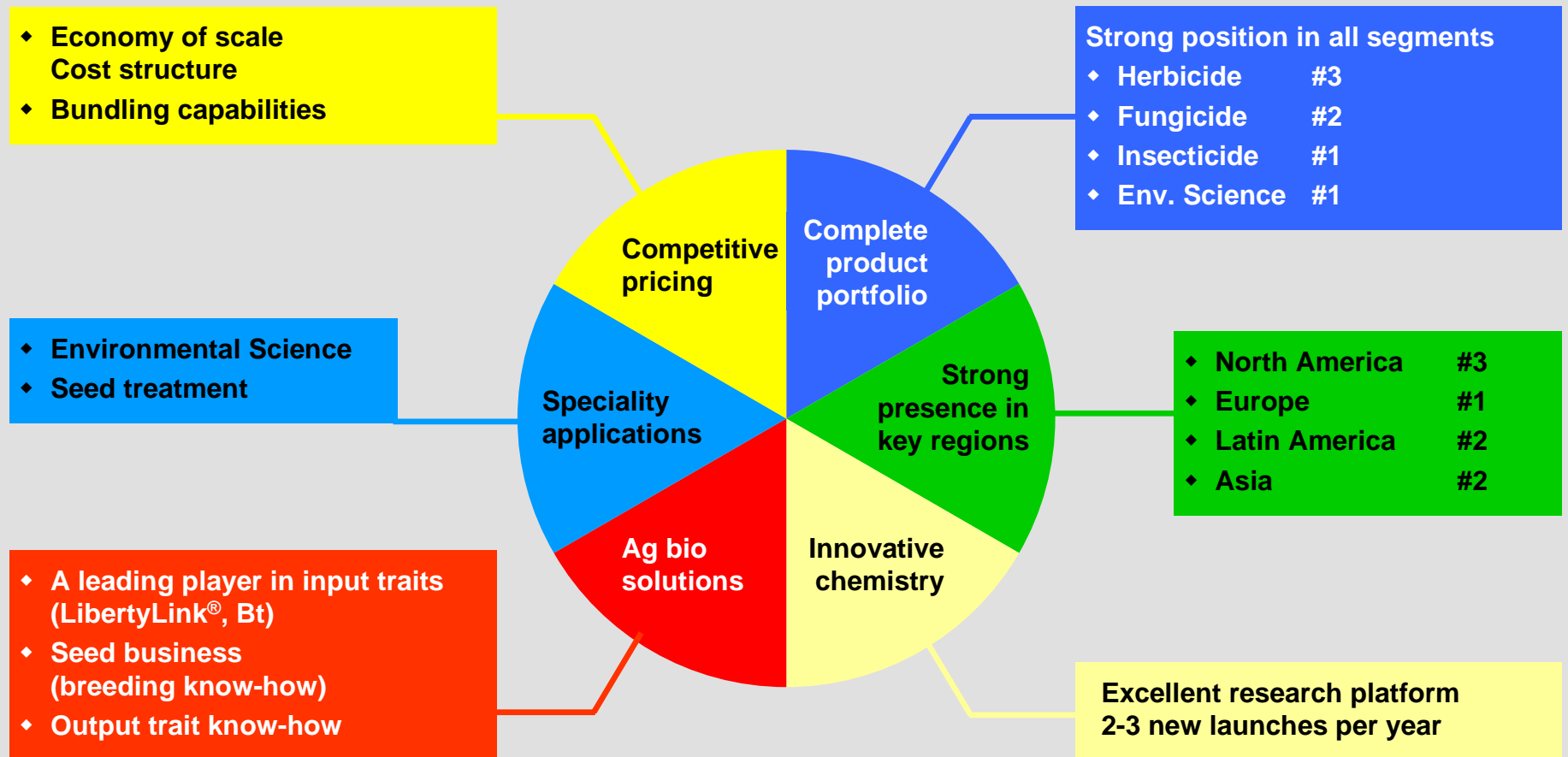
~ 20%



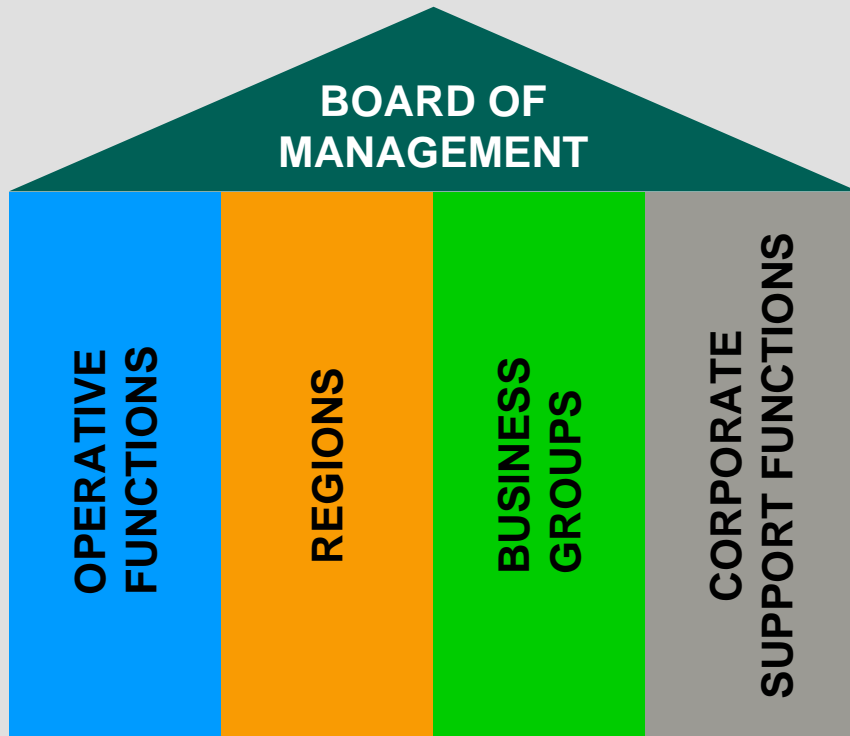
■ BioScience
 ■ Environmental Science
 ■ Insecticides
 ■ Herbicides
 ■ Fungicides

Bayer CropScience

Bayer CropScience: Matching the Critical Success Factors

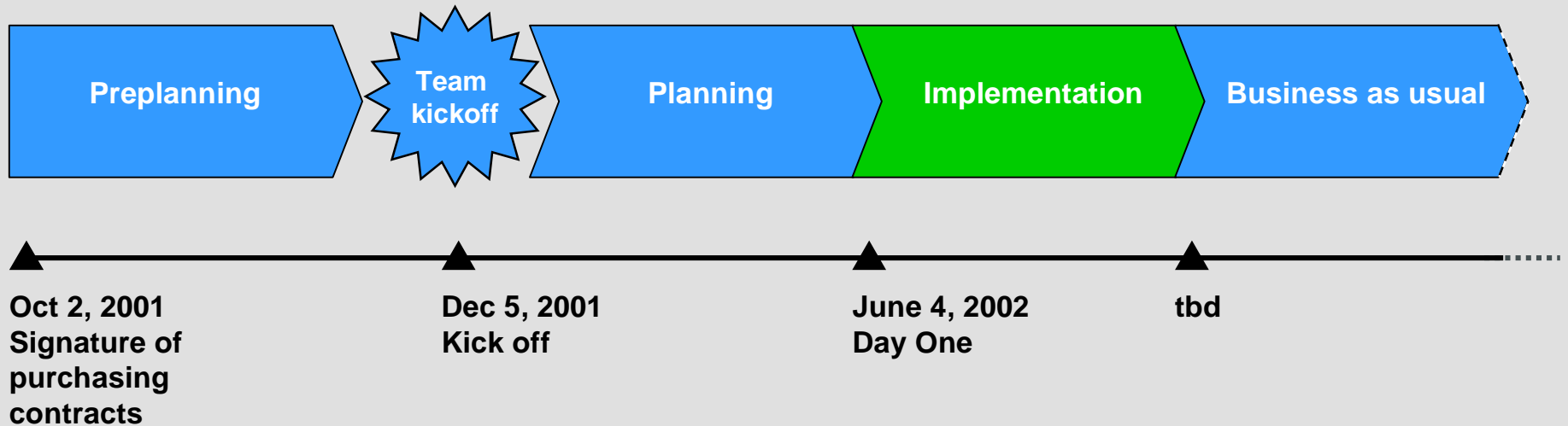


Bayer CropScience: Major Elements of the Organization



- ◆ Customer- and business-driven organization
- ◆ Country organizations are the cornerstone of our business
- ◆ Support entrepreneurship and empowerment of our people
- ◆ Co-operation based on network and partnership

Integration Phases



We are starting today the implementation phase

Bayer CropScience: A Unique Company

Bayer CropScience

1. The combination of two strong companies creates a new market leader.
2. We will build a unique company culture based on openness and trust
3. Bayer CropScience fulfils all success factors to reach its ambitious goals



Bayer CropScience