

VISION VALUES PRINCIPLES



The Chemical Company



The Chemical Company

As the world's leading chemical company, we want to create assets that benefit all: our customers, our shareholders, our employees, our Company, as well as the countries in which we operate.

BASF's **Vision** describes the path that the Company will take in the coming years. It clearly defines the goals that we set out to achieve. All strategic decisions are based on this Vision.

BASF's **Values** describe the approach and the manner in which we want to work to achieve our goals.

Together, our **Vision** and **Values** form the framework for all of our decisions and activities. They serve as both an orientation and a guideline for leadership, and also define our corporate culture.

BASF's **Principles** formally state how we want to conduct ourselves in day-to-day business.

As a globally operating company, we must continuously comply with different legal frameworks and cultural conditions and constantly conduct ourselves in a manner that helps us to fully achieve our self-established standards and further enhance the image of BASF.

Board of Executive Directors



Mission

BASF is the world's leading chemical company. We offer intelligent solutions based on innovative products and tailor-made services. We create opportunities for success through trusted and reliable partnerships.

Vision

- We are "The Chemical Company" successfully operating in all major markets.
- Our customers view BASF as their partner of choice.
- Our innovative products, intelligent solutions and services make us the most competent worldwide supplier in the chemical industry.
- We generate a high return on assets.
- We strive for Sustainable Development.
- We welcome change as an opportunity.
- We, the employees of BASF, together ensure our success.



We, the employees of the
BASF Group, are committed
to the following Values:

Val

→ **Sustainable Profitable Performance**

Ongoing profitable performance, in the sense of Sustainable Development, is the fundamental requirement for our activities. We create added value in the interest of our customers, shareholders and employees, and assume a responsibility towards society.

→ **Innovation for the Success of Our Customers**

Our business processes are oriented towards improving long-term value and competitiveness. In partnership with our customers, we help them to be more successful. To accomplish this, we jointly discover business opportunities and develop products, procedures and services that are on a high scientific and technical level.

→ **Safety, Health and Environmental Responsibility**

We act in a responsible manner and support the Responsible Care® initiatives. Economic considerations do not take priority over safety and health issues and environmental protection.

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→ **Personal and Professional Competence**

We form the best team in industry by fostering the diversity of personal and professional competencies Group-wide. Intercultural competence is our advantage in global competition. We encourage our employees to make use of their creativity and their potential for common success.

→ **Mutual Respect and Open Dialogue**

We treat everyone fairly and with respect. We pursue an open and trusting dialogue within our Company, with our business partners and relevant groups in society.

→ **Integrity**

We act in accordance with our words and Values. We comply with the laws and respect the good business practices of the countries in which we operate.

Value

Sustainable Profitable Performance

Ongoing profitable performance, in the sense of Sustainable Development, is the fundamental requirement for our activities. We create added value in the interest of our customers, shareholders and employees, and assume a responsibility towards society.



Principles

- We strive to attain a leading market and financial position, so that we can shape the future of BASF successfully and independently with our own unique identity.
- We generate for the BASF Group a financial result, which, over a complete economic cycle, on average, exceeds the cost of capital.
- We achieve for our shareholders an attractive return.
- We provide our employees with compensation and benefits based on local market conditions and on individual as well as company performance. Thereby, our working conditions are in compliance with internationally recognized fundamental labor standards.
- With our economic activities and targeted sponsoring of humanitarian, social and cultural matters, we contribute to a positive development of society.
- “Verbund” is one of BASF’s strengths. We continuously optimize this integrated manufacturing network to produce more efficiently and preserve valuable resources.

Value

Innovation for the Success of Our Customers

Our business processes are oriented towards adding long-term value and competitiveness. In partnership with our customers, we help them be more successful. To accomplish this, we jointly discover business opportunities and develop products, procedures and services that are on a high scientific and technical level.



Principles

- We seek advantages arising from changes in markets, science and society and use these as an opportunity for value-enhancing growth.
- We use our leading position to help shape scientific and technological progress, we identify new business opportunities and utilize synergistic effects arising from integrated research.
- We develop and optimize our products and services, together with our customers, so that we can add value for both our customers and our Company.
- We measure customer satisfaction on a regular basis. The feedback that we receive from our customers and partners is used to improve our business processes.

Value

Safety, Health and Environmental Responsibility

We act in a responsible manner and support the Responsible Care® initiatives. Economic considerations do not take priority over safety and health issues and environmental protection.



Principles

- We encourage a high level of awareness of safety, health and environmental issues among our employees and strive for continuous improvement through agreed-upon objectives.
- We produce products that are safe to manufacture, use, recycle or dispose.
- We support the efforts of our customers and suppliers in the safe and environmentally sound handling of the products that they receive from us and those products that we receive from them.
- We minimize the impact on mankind and the environment during production, storage, transportation, sale, use and disposal of our products.

Value

Personal and Professional Competence

We form the best team in industry by fostering Group-wide the diversity of personal and professional competencies. Intercultural competence is our advantage in global competition. We encourage our employees to make use of their creativity and their potential for common success.



Principles

- We foster diversity programs and seek employees from all cultures and nationalities who, with their interpersonal and professional competencies, are willing to devote their talents and skills to meet our objectives and to support our Values.
- Our future leaders are promoted preferably from within BASF. The executive team is recruited, selected, developed and positioned systematically based on the following four criteria: knowledge, skills, leadership competencies and conduct in accordance with our Values and Principles.
- Our organization, steering processes and cooperation, are focused to achieve top performance by individuals and by teams.
- We do not tolerate within the BASF Group discrimination based on nationality, gender, religion or any other personal characteristics.

Value

Mutual Respect and Open Dialogue

We treat everyone fairly and with respect. We pursue an open and trusting dialogue within our Company, with our business partners and relevant groups in society.



Principles

- Our communication within the Company, with our business partners, neighbors and relevant opinion leaders in society, is based upon an open and factual dialogue.
- We involve our employees in work and decision processes in a timely manner through open communication and information sharing not hindered by hierarchical and organizational boundaries.
- Goals, priorities and responsibilities are mutually agreed upon by managers and their employees or teams.
- We encourage entrepreneurial initiative by means of appropriate empowerment. Managers discuss with their employees, on a regular basis, their ongoing development and encourage their commitment to continuous learning.
- BASF strives to maintain relationships with elected employee representatives in good faith and mutual respect based on internationally recognized fundamental labor standards and orientated towards the customs of the respective countries.

Value

Integrity

We act in accordance with our words and Values. We comply with the laws and respect the good business practices of the countries in which we operate.



Principles

- Every executive is expected to be a role model and to set appropriate an example in accordance with our Vision and Values.
- We abstain
 - from any practice that is illegal
 - from any practice that violates fair trade
 - from supplying any products for the purpose of producing illegal drugs or chemical weapons.
- We condemn all kinds of child labor as well as forced or compulsory labor.
- We place BASF's interests in any business transaction ahead of any personal interests. We protect the Company's property against abuse and misuse.
- Each BASF Group company establishes its own respective Codes of Conduct based on the BASF Values and Principles and on local laws and customs. Each BASF Group Company ensures that all of its employees are accordingly informed and use the Code of Conduct as the basis for their behavior.
- Every employee has the opportunity to seek confidential advice and help through the use of their respective Compliance Program whenever questionable legal issues arise in the workplace.

Editor:

BASF Aktiengesellschaft
ZOF - Global Human Resources
Executive Management
and Development

The Vision, Values and Principles
of the BASF Group were updated in
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under the leadership of ZOF.