



We create chemistry

BASF Factbook

Information for investors and analysts

May 2025

Cautionary note regarding forward-looking statements

This publication contains forward-looking statements. These statements are based on current estimates and projections of the Board of Executive Directors and currently available information. Forward-looking statements are not guarantees of the future developments and results outlined therein. These are dependent on a number of factors; they involve various risks and uncertainties; and they are based on assumptions that may not prove to be accurate. BASF does not assume any obligation to update the forward-looking statements contained in this publication above and beyond the legal requirements.

Data

Due to rounding, individual figures may not add up exactly to the totals shown and percentages may not correspond exactly to the figures shown.



Stationary and mobile robots, drones and crawlers have the potential to significantly support laboratory and production processes. BASF has started several projects to evaluate mobile robotic systems to automate standard and repetitive processes and improve data collection and quality. At BASF's Verbund site in Geismar, Louisiana, this dog-like robot can capture digital and thermal images, video and sound. It can be programmed to walk specific routes at specific times or can be manually driven to inspection points.

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2024 at a Glance

At BASF, we create chemistry for a sustainable future. Our ambition: We want to be the preferred chemical company to enable our customers' green transformation. We combine economic success with environmental protection and social responsibility. Around 112,000 employees in the BASF Group contribute to the success of our customers in nearly all sectors and almost every country in the world. Our portfolio comprises, as core businesses, the segments Chemicals, Materials, Industrial Solutions, and Nutrition & Care; our stand-alone businesses are bundled in the segments Surface Technologies and Agricultural Solutions.

€65.3bn

Sales

2023: €68.9 billion

€7.9bn

EBITDA before special items

2023: €7.7 billion

€6.9bn

Cash flows from operating activities

2023: €8.1 billion

€0.7bn

Free cash flow

2023: €2.7 billion

€6.0bn

Capital expenditures

2023: €5.2 billion

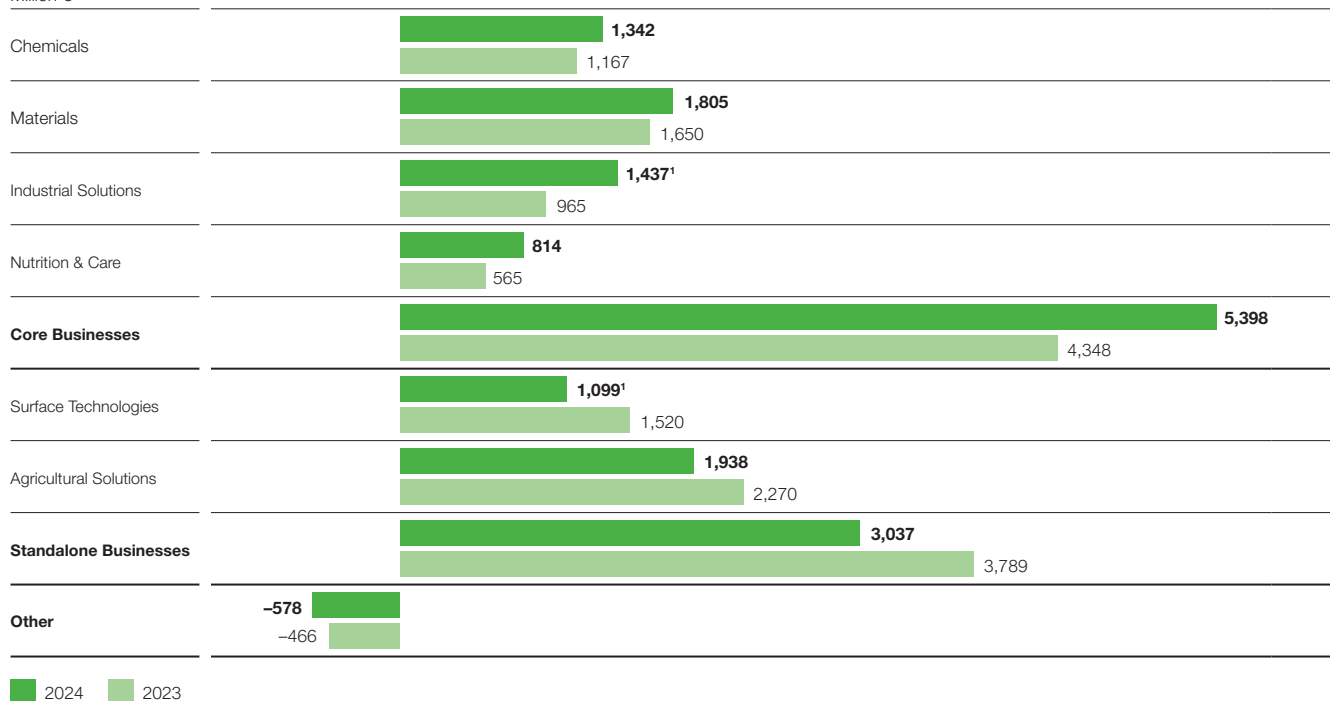
5.1%

ROCE

2023: 4.5%

EBITDA before special items by segment and Other

Million €



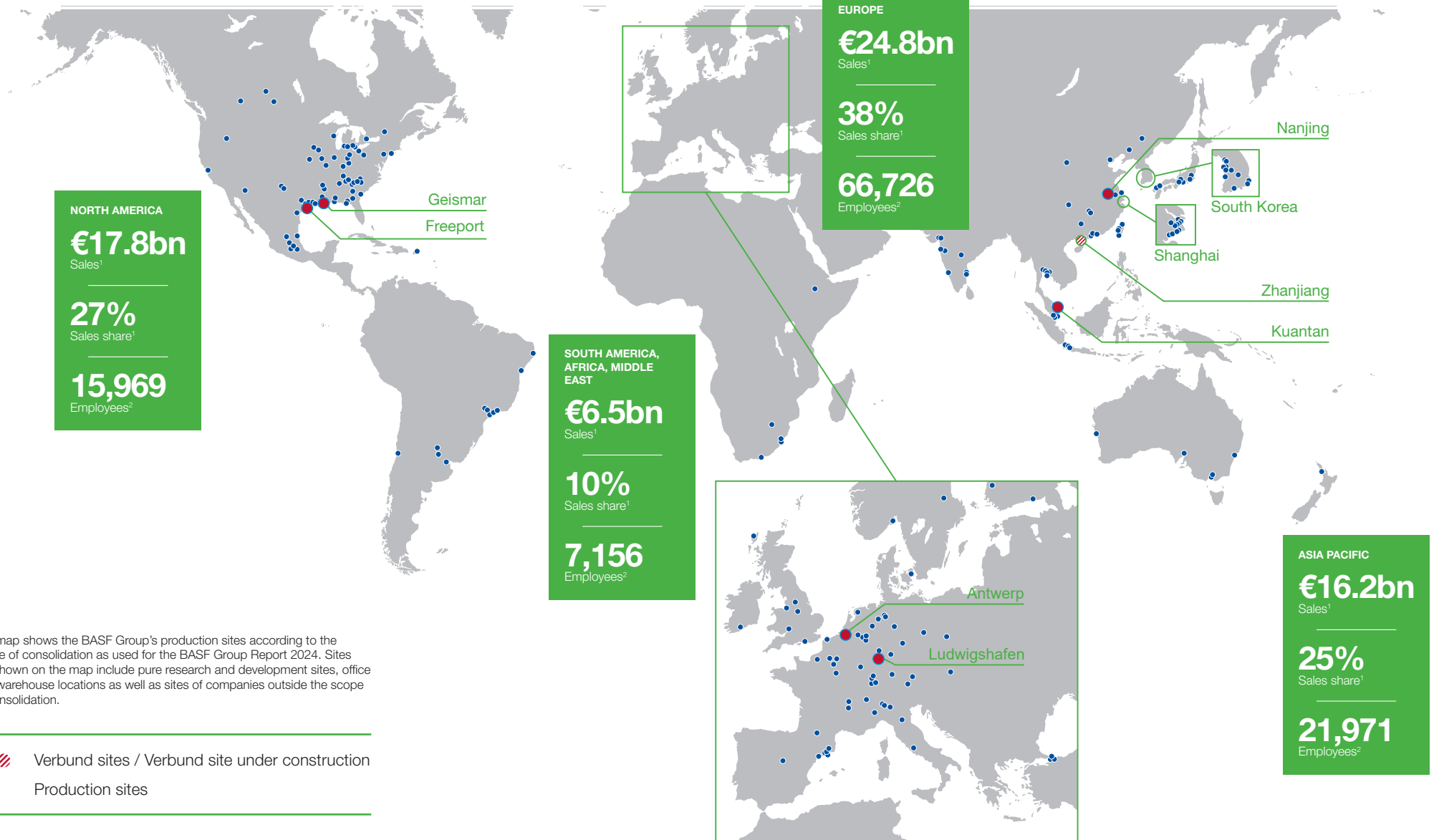
¹ Since January 1, 2025, the chemical and refining catalysts business has been reported as part of the Performance Chemicals division in the Industrial Solutions segment. It was previously part of the Catalysts division in the Surface Technologies segment. The figures for 2024 have been restated accordingly.

BASF sales in 2024 by sector

Direct customers

> 20%	Chemicals and plastics
10–20%	Transportation and automotive Agriculture Consumer goods (respectively)
< 10%	Construction industry Electronics Energy and raw materials Health and nutrition (respectively)

Regional footprint 2024



The map shows the BASF Group's production sites according to the scope of consolidation as used for the BASF Group Report 2024. Sites not shown on the map include pure research and development sites, office and warehouse locations as well as sites of companies outside the scope of consolidation.

¹ Sales by location of customer in 2024
² Employees as of December 31, 2024

Management

Board of Executive Directors of BASF SE

Responsibilities as of May 1, 2025



Dr. Markus Kamieth
 Chairman of the Board of Executive Directors
 Born in 1970, at BASF since 1999
 Responsibilities:
 Corporate Development; Corporate Legal, Compliance & Insurance; Corporate Human Resources; Corporate Communications & Government Relations; Corporate Investor Relations



Dr. Dirk Elvermann
 Chief Financial Officer and Chief Digital Officer
 Born in 1971, at BASF since 2003
 Responsibilities:
 Corporate Finance; Corporate Audit; Corporate Taxes & Duties; Global Business Services; Global Digital Services; Global Procurement; BASF Venture Capital



Michael Heinz
 Born in 1964, at BASF since 1984
 Responsibilities:
 Care Chemicals; Nutrition & Health; Agricultural Solutions; South America



Anup Kothari
 Born in 1968, at BASF since 1999
 Responsibilities:
 Dispersions & Resins; Performance Chemicals; Coatings; Battery Materials; Environmental Catalyst and Metal Solutions; North America



Dr. Stephan Kothrade
 Chief Technology Officer
 Born in 1967, at BASF since 1995
 Responsibilities:
 Petrochemicals; Intermediates; Performance Materials; Monomers; Group Research; Greater China; South & East Asia, ASEAN & ANZ; Mega Projects Asia



Dr. Katja Scharpwinkel
 Industrial Relations Director
 Born in 1969, at BASF since 2010
 Responsibilities:
 Corporate Environmental Protection, Health, Safety & Quality; Global Engineering Services; European Site & Verbund Management; Europe, Middle East, Africa

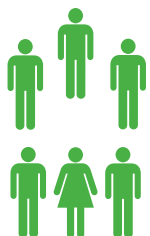
Supervisory Board of BASF SE (as of May 1, 2025)

Shareholder representatives			Employee representatives		
<p>Dr. Kurt Bock Chairman of the Supervisory Board of BASF SE; Former Chairman of the Board of Executive Directors of BASF SE</p> <p>Liming Chen Nonexecutive independent Board member of ACWA Power Company SJSC</p>	<p>Prof. Dr. Stefan Asenkerschbaumer Vice Chairman of the Supervisory Board of BASF SE; Chairman of the Supervisory Board of Robert Bosch GmbH and managing partner of Robert Bosch Industrietreuhand KG</p> <p>Alessandra Genco Chief Financial Officer of Leonardo SpA</p>	<p>Prof. Dr. Thomas Carell Professor of Organic Chemistry at LMU Munich</p> <p>Tamara Weinert President and Chief Executive Officer of the Business Area Americas and member of the Leadership Team of Outokumpu Corporation</p>	<p>Sinischa Horvat Vice Chairman of the Supervisory Board of BASF SE; Chairman of the Works Council of BASF SE, Ludwigshafen site, of the BASF Group Works Council and of the BASF Works Council Europe</p> <p>Natalie Mühlendorf Board Secretary of the Board Division 1 Politics/Transformation, Mining, Chemical and Energy Industries Union (IGBCE)</p>	<p>Tatjana Diether Deputy Chairwoman of the Works Council of BASF SE, Ludwigshafen site, and member of the BASF Group Works Council and of the BASF Works Council Europe</p> <p>Michael Vassiliadis Chairman of the Mining, Chemical and Energy Industries Union (IGBCE)</p>	<p>André Matta Member of the Works Council of BASF SE, Ludwigshafen site, of the BASF Group Works Council and of the BASF Works Council Europe</p> <p>Peter Zaman Secretary of the Works Council of BASF Antwerpen N.V.</p>

For further information, please refer to basf.com/share/supervisory-board

Two-tier management system of BASF SE

Board of Executive Directors

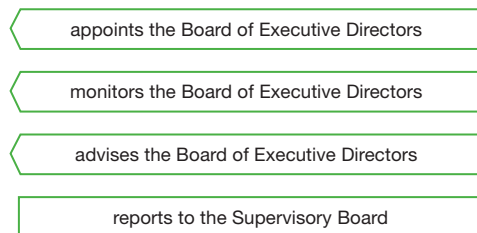


6 members

appointed by the Supervisory Board

Chair

appointed by the Supervisory Board



Supervisory Board



12 members

6 shareholder representatives elected by the Annual Shareholders' Meeting and 6 employee representatives

Chair

elected by the Supervisory Board

The Supervisory Board works hand in hand with the Board of Executive Directors to ensure long-term succession planning for the composition of the Board of Executive Directors. BASF aims to fill most Board positions with leaders from within the company. It is the task of the Board of Executive Directors to propose a sufficient number of suitable individuals to the Supervisory Board.

The aim of systematic management development is to enable the Supervisory Board to ensure a reasonable level of diversity with respect to education and professional experience, cultural background, international representation, gender and age when appointing members of the Board of Executive Directors. Irrespective of these individual criteria, a holistic approach will determine a person's suitability for appointment to the Board of Executive Directors of BASF SE.

For more information on the competence profiles, diversity concept and composition goals, see [BASF Report 2024, page 113](#) onward.

BASF Verbund

The Verbund concept is one of BASF's key strengths, enabling us to intelligently link and steer our plants and permitting resource-efficient, CO₂-optimized and reliably managed production.

BASF currently operates six Verbund sites worldwide: two in Europe, two in North America and two in Asia. Our Verbund site in Ludwigshafen, Germany, is the world's largest chemical complex owned by a single company that was developed as an integrated network. We are building a seventh Verbund site in Zhanjiang, in the Chinese province of Guangdong (see page 25 onward).

The Verbund system creates efficient value chains that extend from basic chemicals all the way to industrial and final consumer products. In this system, chemical processes make use of energy more efficiently, achieve higher product yields and conserve resources. By-products of one process are used as starting materials for other processes. This saves raw materials and energy, avoids emissions, lowers logistics costs and leverages synergies. BASF operates 235 production sites worldwide, but the six Verbund sites produce more than 50% of our volumes. This is a testament to the importance and strength of the Verbund concept within BASF.

Strong sustainability performance

Value chains in integrated Verbund structures can be steered efficiently to conserve resources and reduce CO₂ emissions. The generation of our own steam and power in highly efficient and predominantly natural gas-based combined heat and power plants and our Verbund system are key to a CO₂-optimized energy supply at our sites. In the latter, waste heat generated during one plant's production process is used as energy in other plants.

BASF Verbund sites worldwide



Thanks to combined heat and power generation and our continuously optimized Energy Verbund, we were able to prevent a total of 6.1 million metric tons of CO₂ emissions¹ in 2024 compared with separate, fossil-based power and steam generation without the use of the Verbund system.

Verbund flexibility and adaptability

Despite its complexity, the Production Verbund can respond flexibly to fluctuating demand and changing framework conditions. BASF also has flexibility in adapting its Verbund structures, as demonstrated by the measures to improve competitiveness of the Lud-

wigshafen site. As part of these measures, the following plants were shut down by the end of 2023: the TDI complex, one ammonia plant, the melamine plant and the fertilizer facility. Further shutdowns in the ammonia and adipic acid value chains will be implemented gradually until the end of 2026.

¹ Calculation basis: electricity conversion efficiency of conventional power plants 45%; steam generation efficiency 90%

Strategy

Corporate Strategy

Chemistry is our passion. We set a new direction with the introduction of the “Winning Ways” strategy in September 2024: Our ambition is to be the preferred chemical company to enable our customers’ green transformation. We aim to grow profitably and create value for our shareholders with our broad portfolio of chemicals businesses as well as our product and process innovations. Simultaneously, we are driving the shift toward a performance culture – a decisive factor to successfully implement our “Winning Ways” strategy. We are systematically integrating sustainability topics into our strategy and business as well as into our assessment, steering and compensation systems. This principle remains embedded in our corporate purpose: We create chemistry for a sustainable future.

Humankind is facing enormous challenges in its efforts to preserve a world worth living in for future generations. The climate is changing, natural resources are becoming scarcer, pressure on ecosystems is increasing and a growing world population needs to be fed. More and more urgently than ever, solutions are needed for a more sustainable future. Chemistry is an essential part of our everyday lives and the foundation of nearly all industries. It can pave the way to greater sustainability and accelerate the transformation needed to achieve this.

Competitive conditions in the chemical industry are changing. Our customers are also adapting their business models – to increasingly reflect a world with lower CO₂ emissions and a more circular economy. The speed of this green transformation varies across regions and customer industries. We expect demand for chemical products with sustainability attributes to surpass supply in the medium term,

which in turn will lead to greater willingness to pay for low-emission solutions. Because our customers are at the center of everything we do, our ambition goes beyond the green transformation of our own production. We want to be the preferred chemical company to enable our customers’ green transformation.

This is also where we see the main driver of our profitable growth: Our goal is for customers to be successful in their respective markets driven by our innovations. Our products, solutions and technologies help protect the environment and climate by contributing to the more efficient use of raw materials, reducing waste, and enabling healthy and affordable food as well as climate-smart mobility. In providing our customers with the best solutions and processes, we also want to grow profitably and create shareholder value. Simultaneously, we are driving the change of our corporate culture toward a performance culture.

Our strategic levers

BASF’s strategic direction is based on a comprehensive analysis of our markets, competitors and the economic environment. We continuously monitor global trends and short-term developments and anticipate opportunities and risks. In doing so, we keep a close eye on the demands of our customers and the transformation of our company.

Our “Winning Ways” strategy is based on four strategic levers: Focus, Accelerate, Transform and Win.

Focus

Under the Focus lever, we have redefined our portfolio management approach. BASF now makes a distinction between core businesses and standalone businesses, which serve specific industries and operate independently. The core businesses comprise the Chemicals, Materials, Industrial Solutions and Nutrition & Care segments, which are integrated into BASF’s value chains and Production

Verbund at major sites. They generate value through efficient use of resources, operational excellence and cost efficiency. The portfolio of our core businesses ranges from basic chemicals to specialties. The standalone businesses, which have greater flexibility and operational independence, comprise the Surface Technologies segment with the Environmental Catalyst and Metal Solutions (ECMS), Battery Materials and Coatings divisions as well as the Agricultural Solutions segment (for more information on the segments and operating divisions, see page 30 onward).

In the coming years, we will focus on strengthening our core businesses and growing profitably in these areas – both organically as well as through value-increasing acquisitions: We see the expected consolidation of the chemicals industry as an opportunity for BASF. We want to operate our core businesses in an even more cost-efficient and leaner manner in order to secure their profitability and competitive advantage over emerging competitors, in particular from the Middle East and China.

Our standalone businesses ECMS, Battery Materials, Coatings and Agricultural Solutions compete with pure-play peers that are subject to their specific market trends. To empower these businesses to respond quickly to the requirements of their customers, we want to further promote their entrepreneurial freedom and thus strengthen their competitive position. To that end, we are pursuing a Differentiated Steering concept with industry-specific financial steering indicators (for more information, see page 13 onward), adjusted governance structures, tailor-made processes and standalone ERP (enterprise resource planning) systems. These measures increase the businesses’ accountability and the transparency of their performance compared with competitors. We intend to make further investments in our standalone businesses in the future and will continue to actively pursue portfolio options:

- Our ECMS business was carved out in 2023. It operates in a low-growth industry but remains a strong cash contributor. We are open to a value-increasing transaction in the future.

- Our Battery Materials business operates in a rapid-growth environment characterized by high market and technology risks. We are de-risking the path forward by focusing on filling existing capacities and adapting our expansion plans. We are exploring opportunities for collaboration with partners.
- For our Coatings division, we are assessing strategic options for value creation. In February 2025, we signed an agreement to sell our decorative paints business in Brazil.
- For the Agricultural Solutions segment, we will complete the legal separation and the introduction of a separate ERP system by 2027. By then, we also want to create the conditions for a potential IPO. In the medium term, a minority share listing is an option.

To focus more strongly on cash generation and strengthen our capital discipline, we are changing our internal steering processes for capital and resource allocation. We are moving from a largely project-based approach at BASF Group level to a strategic allocation approach for our divisions. We have developed medium-term value creation plans for the divisions based on their respective roles in the BASF portfolio. These plans are the basis for capital allocation. Within this framework, the divisions are empowered with increased autonomy to make business decisions – and with it their accountability for business success.

The strategic focus on profitable growth also means prioritizing high-growth markets. In particular, we want to expand our presence in China, India and five ASEAN countries (Indonesia, Malaysia, Singapore, Thailand and Vietnam) by strengthening local organizational structures, our production sites and our R&D activities. These seven countries will account for almost 80% of global chemical growth by 2035.

Accelerate

With the Accelerate lever, BASF is targeting more speed in value creation. We will streamline the way in which we collaborate and complete tasks at BASF and become faster as a result. To this end, we want to empower our business units through lean and differenti-

ated steering, simplify our organizational structure and increase the use of artificial intelligence (AI).

The accountability of the divisions will be a central element of the BASF Group's steering. The Board of Executive Directors will focus on topics that are important to BASF as a whole: strategy, portfolio management, capital allocation and talent development. By contrast, individual divisions will have greater ownership of specific business decisions and accountability for business success. In line with this, we will further develop the performance management system for our leaders and employees and establish a closer link between incentives and unit-specific performance.

We are making our organization simpler and leaner by sharpening role clarity, establishing flatter hierarchies and by reducing bureaucracy and internal alignment processes. Spans of control will be broadened to increase individual ownership. An important step in this direction is dissolving the regional dimension of our organizational structure. With this simplified organizational setup, we are aiming to accelerate decision-making in all areas of our company.

BASF will leverage the potential of AI to advance productivity and accelerate innovations. We aim to gradually enable the global BASF team to utilize AI for their respective areas of work. Here, we target key functions such as sales, marketing, R&D, production, procurement and services and focus on applications with added value confirmed by fast and effective pilot projects.

Transform

The Transform lever represents shaping and successively implementing our market-oriented green transformation toward a more sustainable product portfolio. Going forward, we will intensify our focus on products with sustainability attributes where we see increasing customer demand.

We see sustainability as an integral part of our strategy as well as our targets, steering processes and business models. We remain fully committed to our climate protection targets (for more information on our sustainability strategy, see page 18 onward and

for more on our targets, see page 16). Our ambition goes beyond the green transformation of our own production: Our key customer industries are facing tremendous challenges in achieving their transformation targets. We therefore want to be the preferred chemical company to enable our customers' green transformation with our broad portfolio as well as our product and process innovations.

As market developments and therefore also the speed of the green transformation vary between regions and customer industries, we are adapting our transformation approach: Rather than focusing primarily on our own corporate targets, we will prioritize a market-oriented approach in the future. By driving transformation in a more differentiated and focused way in line with market growth and increasing customer demand, we are paving the way toward profitable growth. With our market-oriented concept, we are simultaneously mitigating the investment and business risks resulting from capital-intensive new technologies and the varying transformation speed of our customer industries. We want to intensify our focus on specific opportunities for our business and increase volumes of products with sustainable attributes according to customer needs. To that end, we are prioritizing projects where we see customer demand growing or that impact our license to operate.

Over time, we will stagger further transformation projects based on these priorities. We have already procured significant amounts of renewable energy to operate our plants. Furthermore, we are currently piloting new technologies in selected value chains, using alternative raw materials and have launched products with new sustainable attributes such as a reduced or net-zero product carbon footprint (Low/Zero Product Carbon Footprint; LowPCF/ZeroPCF). In the next phase, we will focus on ramping up the use of bio-based and recycled feedstocks in our existing plants and thus offering more products with a reduced carbon footprint and other sustainable attributes at low capital expenditure. At the same time, we will continue evaluating new business models and technologies. As markets for sustainable products grow, we want to be in a position in the medium to long term to apply and scale

up the new technologies we are currently developing and, in some cases, already piloting. The gradual approach is also reflected in spending: Transformation-related spending is expected to be moderate from 2025 to 2028, averaging €600 million per year. We assume that most major capital expenditures for our green transformation will be made after 2030.

BASF's integrated Verbund system offers fundamental advantages for the transformation approach of prioritizing projects based on customer demand and gradually driving them forward. This is due to the energy and resource efficiency provided by the Verbund and the numerous entry points that offer feedstock flexibility. We can be flexible and scale how we employ renewable and recycled feedstocks in existing plants. We therefore expect that our largest site in Ludwigshafen, Germany, with its integrated Verbund, as well as BASF as a whole, will benefit from the change and growth momentum in connection with the green transformation. In the medium to long term, our goal is to successfully develop Ludwigshafen into a leading, sustainable chemical site for Europe with an improved competitive position in the European market. To that end, we have conducted a thorough analysis of our production asset structure based on current and future market and customer demand. The findings show that selected plants and production lines are no longer delivering sufficient earnings or are at risk of losing competitiveness. However, the majority of the assets in the Ludwigshafen Verbund are competitive in their respective markets.

Win

The Win lever is how we want to drive change in corporate culture throughout the entire company. Our "Winning Culture" is based on three cultural topics – Accountability (Own it!), Speed (Drive it!) and Improvement Mindset (Excel in it!) – that are central to BASF evolving into an even more performance-driven organization. This transformation to a "Winning Culture" is a decisive factor for us in successfully implementing our "Winning Ways" strategy.

To this end, we have developed nine actionable Winning Behaviors: They define the behavior that we expect all our employees to demon-

strate and they show in a concrete way how each and every individual can contribute to successful change. We want to drive a corporate culture that honors accountability over narrow supervision, prioritizes speed over perfection and rewards the best solution over compromises.

Accountability:

- We give and take ownership over narrow supervision.
- We strive for results, not staying in the comfort zone.
- We take action on low performance, not dragging it along.

Speed:

- We prioritize speed over perfection.
- We spread motivation and inspiration, not skepticism.
- We focus, not do a bit of everything.

Improvement Mindset:

- We fight for the best solution over compromises.
- We give candid and constructive feedback, not empty phrases.
- We learn from external perspectives, not just from internal views.

Our CORE corporate values (creative, open, responsible, entrepreneurial) will remain the guide for our behavior.

Further developing our corporate culture goes hand in hand with an enhanced performance management system for leaders and employees with a closer link between incentives and unit-specific achievements.

Steering Concept

We have firmly anchored our goal of achieving profitable growth while creating value for society and our shareholders in our strategy. For this reason, both financial and sustainability-related indicators are an integral part of our steering system. With our Differentiated Steering approach, we aim to increase the competitiveness of our business units and thus the profitability of the BASF Group.

Steering concept of the BASF Group

At the beginning of 2024, we introduced a Differentiated Steering concept, which is reported at the segment level. The goal is to empower our business units through this approach. We also want to create a clearer distinction between short- and medium-term steering. Key criteria in the selection of industry-specific financial steering indicators are the respective strategic direction of the business, the role of the business in BASF's portfolio and the contribution of the business to achieving corporate targets. In addition, we are benchmarking our performance even more closely against that of our competitors.

As part of this, we have established two new most important financial key performance indicators for the BASF Group's steering. Short-term influencing factors, such as the development of earnings or current operating assets, are controlled directly via two indicators:

- Income from operations before depreciation, amortization and special items (EBITDA before special items)
- Free cash flow

Return on capital employed (ROCE) is significantly influenced by strategic decisions such as acquisitions, divestitures and investments. It remains a medium-term key financial target for the BASF Group. This is reflected in our ROCE target of around 10% in 2028. It emphasizes the importance of managing our return on capital employed over time.

Scope 1 and 2 CO₂ emissions remain the most important sustainability-related key performance indicator at Group level. We see

sustainability as a decisive factor for our long-term business success.

As part of the "Winning Ways" strategy and the clear distinction between core and standalone businesses, the steering concept for the segments was adjusted in the second half of 2024. Accordingly, all segments are now measured by their absolute contribution to EBITDA before special items. This is an earnings indicator that describes the operational performance independent of age-related depreciation and amortization of assets and any impairment or reversal of impairment. The key figure is therefore particularly suitable for indicating the profitability of a business and for comparisons with businesses in similar sectors.

To manage cash flow at segment level, we use a specific key figure, segment cash flow, which includes the elements of the free cash flow that can be managed by the operating divisions. This key performance indicator also applies to all segments.

Value-based management throughout the company

The target agreement process is an important part of our value-based management. Since 2024, variable compensation for senior executives has been based on targets derived from the key performance indicators for the steering of the respective business unit and the BASF Group. We plan to introduce this differentiated bonus system for all other employees over the course of 2025.

This underscores the further increased autonomy of the divisions as part of the "Winning Ways" strategy and their accountability for business success.

Key figures in reporting

In line with the new steering concept, in financial reporting we analyze, comment on and forecast the most important key performance indicators EBITDA before special items and free cash flow for the BASF Group, and EBITDA before special items and segment cash flow for the segments.

Capital expenditures that have a direct impact on ROCE serve as an additional key performance indicator for the BASF Group. Capital expenditures are used to manage capital employed in the BASF Group. These comprise additions to property, plant and equipment excluding additions from acquisitions, IT investments and restoration obligations as well as right-of-use assets arising from leases.

We will continue to forecast cash flows from operating activities and payments made for property, plant and equipment and intangible assets as key factors for free cash flow.

In addition, we continue to analyze and comment on sales at Group and segment level, but we do not forecast them.

Calculation of EBITDA before special items

EBITDA is the result from income from operations reported in the Consolidated Financial Statements plus depreciation, amortization, impairments and reversals of impairments on property, plant and equipment and intangible assets. This is adjusted for special items that may arise from the integration of acquired businesses, from restructuring measures, from gains or losses resulting from divestitures and sales of shareholdings as well as from other expenses and income that arise outside of ordinary business activities.

Calculation of free cash flow and segment cash flow

Segment cash flow measures the cash inflow and outflow of a segment and thus its contribution to the BASF Group's free cash flow. It includes only those amounts that can be steered by the segment and is calculated from EBITDA, changes in inventories and trade accounts receivable, and other extraordinary adjustments (such as those related to acquisitions and divestitures), less payments for intangible assets and property, plant and equipment. The BASF Group's free cash flow also includes components of cash flow from operating activities that are not allocated to the segments as well as adjustments of other noncash effects.

Free cash flow is the cash flows from operating activities less payments made for property, plant and equipment and intangible assets.

Reconciliation of segment cash flow to free cash flow

EBITDA of the segments
+ Changes in inventories
+ Changes in trade accounts receivable
+ Gains (-) / losses (+) from the disposal of noncurrent assets and divestitures
- Payments made for property, plant and equipment and intangible assets
= Segment cash flow
+ Net income from shareholdings
+ Financial result
+ Income taxes
- Income after taxes attributable to noncontrolling interests
+ Changes in items included in the segment cash flow that are recognized under Other
+ Remaining items recognized in cash flows from operating activities ¹
= Free cash flow

¹ These include trade accounts payable, provisions, other operating assets, other operating liabilities and pension provisions as well as equity-accounted income, dividends received from equity-accounted investments and other noncash items.

Calculation of CO₂ emissions

We calculate the BASF Group's absolute CO₂ emissions on the basis of greenhouse gas emissions, which are the sum of direct emissions from production processes and the generation of steam and electricity (Scope 1), as well as indirect emissions from the purchase of energy (Scope 2). Direct emissions from the generation of energy for third parties are not considered here. Relevant emissions include other greenhouse gases according to the Greenhouse Gas Protocol, which are converted into CO₂ equivalents.

 For more information on our CO₂ emissions and climate protection targets, see [page 19 onward](#)

Calculation of ROCE and cost of capital

ROCE is calculated as the EBIT of the segments as a percentage of the average cost of capital basis.

To calculate the EBIT of the segments, we take the BASF Group's EBIT and deduct the EBIT of activities recognized under Other, which are not allocated to the divisions.

The cost of capital basis is calculated using the month-end figures and consists of the operating assets of the segments. Operating assets comprise the current and noncurrent asset items of the segments. They include property, plant and equipment as well as intangible fixed assets, integral investments accounted for using the equity method, inventories, trade accounts receivable, other receivables and miscellaneous assets and, if applicable, the assets of disposal groups, insofar as they are allocated to the segments. The cost of capital basis also includes customer and supplier financing.

We have integrated the cost of capital percentage into our ROCE target as a comparative figure. This is determined using the weighted cost of capital from equity and borrowing costs (weighted average cost of capital). To calculate a pretax figure similar to EBIT, the cost of capital is adjusted using the expected tax rate for the BASF Group for the business year. In addition, the projected net expense of Other is already provided for by an adjustment to the cost of capital percentage. The cost of equity is ascertained using the capital asset pricing model. Borrowing costs are determined based on the financing costs of the BASF Group. The cost of capital percentage for 2025 is 10% (2024: 10%).

Targets and Target Achievement 2024

For us, long-term business success means creating economic, ecological and social value, which is why we pursue ambitious targets along the entire value chain. We report transparently on target achievement so that our stakeholders can track our progress.

Our objective is profitable growth – we have set new financial targets as part of our corporate strategy and adjusted our dividend policy. In the 2028 business year, we want EBITDA before special items to reach a value between €10 billion and €12 billion in moderate to good economic conditions. The cumulative free cash flow for 2025 to 2028 is expected to be more than €12 billion. For the return on capital employed (ROCE), we endeavor to achieve a figure of around 10% in 2028. In the 2024 business year, EBITDA before special items was €7.9 billion, free cash flow was €0.7 billion and ROCE was 5.1%.

In the medium term, we want to keep the overall distribution to shareholders at least at prior-year levels through a combination of dividends and share buybacks and will pay out a minimum of €12 billion to our shareholders between 2025 and 2028. Specifically, we want to pay out a dividend of at least €2.25 per share or around €2 billion per year. This policy already applied to the dividend for the 2024 business year, which was paid out in May 2025.

We create the foundation for attractive shareholder distributions

Corporate financial targets¹



Capital allocation framework



Shareholder distributions via dividends and share buybacks 2025-2028:



Overall distribution on the level of the last years

¹ Including Other

We have set ourselves comprehensive targets in the area of sustainability

Climate protection

	Target	2024 status
Reduce our absolute CO ₂ emissions ¹ by 25% by 2030 (baseline 2018)	≤ 16.4 million metric tons	17.0 million metric tons
Reduce our specific CO ₂ emissions ² by 15% by 2030 (baseline 2022)	1.39 kg CO ₂ per kg raw materials	1.58 kg CO ₂ per kg raw materials

Product portfolio

	Target	2024 status
Achieve more than 50% of BASF sales relevant for TripleS from Sustainable-Future Solutions by 2030	> 50%	46.3%
Increase sales of Loop Solutions to €10 billion by 2030	€10bn	€5.7bn

Resource efficiency and safe production

	Target	2024 status
Reduce worldwide high-severity process safety incidents per 200,000 working hours to ≤ 0.10 by 2030	≤ 0.10	0.03
Reduce worldwide high-severity work process-related injuries per 200,000 working hours to ≤ 0.05 by 2030	≤ 0.05	0.02
Introduce sustainable water management at our production sites in water stress areas and at our Verbund sites by 2030	100%	65%

Responsible procurement

	Target	2024 status
Improved sustainability performance at suppliers who had a sustainability evaluation in the reporting period and who had inadequate results in a prior, comparable evaluation	80%	76%

Employee engagement and diversity

	Target	2024 status
Increase the proportion of women in leadership positions with disciplinary responsibility to 30% by 2030 ³	30%	29.3%
More than 80% of our employees feel that at BASF, they can thrive and perform at their best	> 80%	79%

¹ Scope 1 and Scope 2 (excluding the sale of energy to third parties). The target includes greenhouse gases according to the Greenhouse Gas Protocol, which are converted into CO₂ equivalents (CO₂e).

² Scope 3.1, raw materials excluding battery materials, services and technical goods, excluding greenhouse gas emissions from BASF trading business. Future adjustment of the baseline in line with the TFS guideline possible depending on the availability of further primary data.

³ In doing so, we act in accordance with applicable local laws.

Innovation

Innovations based on chemistry play a pivotal role in overcoming the greatest challenges of our time. Our activities are aimed at developing new products, entering new markets, further increasing our productivity and reducing the carbon footprint of our existing products. We are intensively working together with our customers on innovative products and processes for a sustainable future.

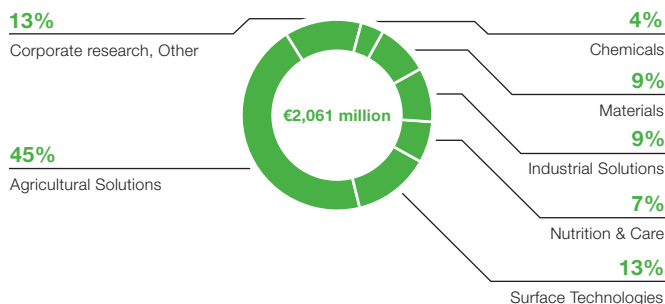
Innovation has always been the key to BASF's success. The knowledge and skills of our highly qualified employees are our most valuable resource and the source of our innovative strength. In 2024, approximately 10,000 employees worldwide were working in research and development (R&D).

In 2024, we generated sales of around €11 billion with products launched on the market in the past five years that stemmed from research and development activities. In the long term, we aim to further increase sales and earnings with new and improved products – especially with products that make a positive sustainability contribution in the value chain.

Our R&D expenses amounted to €2,061 million in 2024 (2023: €2,130 million). R&D activities in our operating divisions, which are mainly application and customer-related, accounted for 87% of this figure. Cross-divisional and strategic topics were responsible for 13% of these expenses.

Our innovation focus is on developing new and improved products and solutions that offer our customers competitive and sustainability advantages. By helping them to reduce their carbon footprint, use resources more efficiently, or manufacture products in a more environmentally friendly way and recycle them, we ensure our long-term competitiveness and, at the same time, play a role in decoupling growth from the consumption of limited resources.

Research and development expenses by segment 2024¹



¹ The chemical and refining catalysts business, which was previously reported as part of the Catalysts division, is part of the Performance Chemicals division since January 1, 2025. The figures for 2024 have been restated accordingly.

In the area of electromobility, for example, we develop materials for batteries and electric powertrains in close cooperation with vehicle manufacturers to enable safe and efficient driving. We are working on innovative depolymerization processes that can be used in the recycling of foam mattresses or the rigid foam found in fridges as well as on circular solutions for textiles. We also develop biodegradable polymers for household and personal care applications as well as biodegradable UV absorbers for sunscreen, and thus help our customers achieve their sustainability targets.

Our R&D units explicitly address the industry-specific needs of our customers. Customer-focused activities are directly integrated into the operating divisions. Research activities that are relevant to several operating divisions are bundled in the cross-functional global division Group Research. It supports the R&D activities of our operating divisions and drives forward cross-divisional projects on topics relevant to the entire Group, such as avoiding CO₂ emissions in chemical processes and products, energy efficiency and recycling technologies. The unit is globally positioned with research centers in Asia Pacific, Europe and North America. Together with the research and development units in our operating divisions, Group Research forms the core of our global research network.

We use corporate funding to finance research activities that are of broad relevance to the BASF Group and go beyond the industry-specific focus of the individual operating divisions, such as digital tools, new analytic methods, catalytical processes and biotechnological methods.

The number and quality of our patents also attest to our power of innovation and long-term competitiveness. In 2024, we filed 1,159 new patents worldwide, of which 44.5% were for innovations with a particular focus on sustainability. The Patent Asset Index, a method that compares patent portfolios, once again ranked BASF among the leading companies in the chemical industry in 2024.

Global presence

The largest site in our research network is Ludwigshafen in Germany. A new Catalyst Development and Solids Processing Center was opened there in December 2024 to bring process innovations and new chemical catalysts to market faster. Innovation Campus Shanghai in China is our largest research and development site in Asia Pacific. Here, we work on new products and processes for a variety of customer industries, including in growing sectors such as electromobility and renewable energies.

Our global network of top universities, research institutes and companies forms a further part of our Know-How Verbund. It gives BASF direct access to external scientific expertise, talented minds from various disciplines as well as new technologies. Our eight academic research alliances bundle partnerships with several research groups in a region or with a specific research focus.

For more information on our academic research alliances, see [BASF Report 2024, page 38](#)

Sustainability

We bring our corporate purpose – We create chemistry for a sustainable future – to life by systematically integrating sustainability into our strategy, our business and our assessment, steering and compensation systems. We want to secure our long-term success with products, solutions and technologies that create value added for our customers, the environment and society.

Our sustainability strategy

Our ambition is to be the preferred chemical company for enabling our customers' green transformation. To support this ambition, we supply our customers with products that contribute to sustainability, either through their use by the customer or through their reduced carbon footprint. Many of our customers have set their own sustainability-related targets and are in the process of adapting their business models to reduce their emissions. They are doing so at various speeds and with varying priorities. Our customers also differ in terms of their willingness to pay higher prices for more sustainable products.

Against this backdrop, we have adjusted our transformation approach: We want to prioritize projects where we already see rising demand among customers and a willingness to pay for more sustainable products. We are also focusing on selected transformation projects that impact our license to operate. We have increasingly invested in renewable energies to operate our plants. Our next step will be to focus on using more bio-based and recycled feedstocks in our existing plants. This will enable us to develop an increasing number of products with a reduced carbon footprint for our customers. As the markets for more sustainable solutions continue to grow, we intend to scale up and apply new technologies that we are currently piloting.

Our organizational and management structures

Together with specialists from operating divisions and service units, the Corporate Center is responsible for integrating sustainability into decision-making processes and for steering and reporting processes regarding sustainability topics. The Corporate Strategy & Sustainability unit is also responsible for the global steering of climate-related matters. Group-wide risk and opportunity management is the responsibility of the Corporate Center unit Corporate Finance, which reports to the Chief Financial Officer. The Corporate Strategy & Sustainability unit reports to the Chairman of the Board of Executive Directors.

Sustainability topics are discussed regularly and managed collectively by the Board of Executive Directors. When making its decisions, the Board of Executive Directors considers the results and recommendations from sustainability evaluations of business pro-

cesses. It makes decisions with strategic relevance for the Group and monitors the implementation of strategic plans and their target achievement. The Supervisory Board is regularly briefed on the development of individual sustainability topics, on sustainability targets and the status of target achievement, by the Board of Executive Directors.

Sustainable steering of our product portfolio

The development of our product portfolio toward more sustainability is a critical lever in assisting our customers with their green transformation. We particularly rely on our TripleS method (Sustainable Solution Steering), which we use to categorize our product portfolio into five segments on the basis of sustainability-related aspects: Pioneer, Contributor, Standard, Monitored and Challenged (see graphic). We have also integrated TripleS into the assessment of our research and development processes so as to incorporate the

Share of sales revenue generated by each TripleS segment in the 2024 business year

TripleS segment	Product performance	Sales (billion €)	Percentage share in sales revenue
Pioneer	Adequate profitability and positive contribution to sustainability above market standard	13.2	24.2%
Contributor	Adequate profitability with contribution to sustainability in line with the market standard with respect to climate change and energy, resource efficiency or circular economy	12.1	22.1%
Standard	In line with the market standard with no dedicated contribution to climate change and energy, resource efficiency or circular economy	23.7	43.5%
Monitored	Impacted by specific regulatory or customer-specific challenges arising in the medium term (2–5 years) or posing a regional reputational risk	3.9	7.1%
Challenged	Impacted by substantial regulatory or customer-specific challenges in the short term (≤2 years), containing substances of very high concern (SVHC) when used in the end consumer market, in violation of BASF's Code of Conduct or posing a global reputational risk	0.7	1.3%

requirements formulated by the European Commission in its Safe and Sustainable by Design framework.

Taken together, the Pioneer and Contributor products make up our Sustainable-Future Solutions. Products allocated to these segments make a positive sustainability contribution in the value chain. By 2030, more than 50% of BASF's sales in the scope of TripleS are to be attributable to Sustainable-Future Solutions (2024: 46.3%). In 2024, we also introduced a new target for circular economy solutions, known as Loop Solutions. By 2030, we want to achieve €10 billion in sales with these solutions (2024: €5.7 billion).

If our portfolio assessment identifies products with sustainability concerns, we classify them either as Monitored, or in case of significant concerns, as Challenged. In the case of Challenged products, we develop action plans. These include research projects and reformulations to optimize products or replace them with alternatives. We are generally phasing out all Challenged products within five years of their initial classification.

 For more information on TripleS, see basf.com/en/sustainable-solution-steering

Our stakeholder management

The acceptance and support of our stakeholders is crucial for our business success. For more than 25 years, we have engaged in continuous dialog with other companies, nongovernmental organizations, international organizations and multistakeholder initiatives to better understand different perspectives and address conflicting goals. Our stakeholders' expectations are taken into account when deciding on the company's strategic direction, discussing targets and making business decisions, thereby determining the company's sustainability strategy to a significant extent.

We have been a member of the U.N. Global Compact since its establishment in 2000. BASF consistently supports the Ten Principles of the U.N. Global Compact for responsible business conduct

and the Sustainable Development Goals. We are active around the world in local Global Compact networks, in some cases in a leadership role. BASF has been an active member of the World Business Council for Sustainable Development (WBCSD) since 1999.

We address current and important issues regarding specific topics with councils. The trustful exchange within the Human Rights Advisory Council (see page 23) helps us to appropriately fulfill our roles and responsibilities, particularly in challenging human rights situations. The Nature Advisory Council (see page 22) focuses on exchanging information on topics relating to the protection of biodiversity and ecosystems. We discussed the findings from our double materiality assessment with both councils in 2024.

We bear a particular responsibility toward our sites' neighbors. We promote continuous dialog between residents and our site management and strengthen trust in our activities with community advisory panels. Our globally binding guidelines for community advisory panels are based on the grievance mechanism standards in the U.N. Guiding Principles on Business and Human Rights. Our political advocacy is conducted in accordance with transparent guidelines and our publicly stated positions. The same applies to our advocacy and activities in associations.

 For more information on our stakeholder activities, see basf.com/stakeholder-engagement

For more information on our guidelines for responsible lobbying, see basf.com/responsible-lobbying

For more information on the Climate Advocacy Review, see basf.com/corporategovernance

Double materiality assessment

We carried out a double materiality assessment in accordance with the European Sustainability Reporting Standards (ESRS) for the first time in 2024. The assessment was performed on the basis of previous double materiality assessments, but with an increased level of granularity and more extensive documentation. As a manufacturing company, the main impacts of our business relate to climate change (mainly due to our energy requirements), other

environmental matters (emissions to air, water and biodiversity) and our company's workforce.

 For more information on our double materiality assessment, see [BASF Report 2024](https://basf.com/BASF-Report-2024), p. 167 onward

Climate change

As an energy-intensive company, we take responsibility for the efficient use of energy and global climate protection, and are committed to the Paris Agreement. We are determined to follow the path toward climate neutrality and to enable our customers' green transformation by providing low-emission chemistry.

Climate change poses challenges for us but also offers opportunities for our business activities that enhance the resilience of our business models. For example, our products and solutions contribute to reducing greenhouse gas emissions in many areas.

To achieve our climate protection targets, we have developed a transition plan that shows our emissions reduction path based on the most important levers. We are focusing on the following emission reduction levers to reduce our greenhouse gas emissions from our own production and energy purchases (Scope 1 and 2):

- Renewable energy: We are increasingly meeting our electricity needs from renewable sources.
- Operational excellence: Our operational excellence activities are continually improving the energy and process efficiency of our plants.
- Low-emission steam generation: In the future, we will increasingly rely on electrification for steam generation and hence also tap previously unused waste heat potential.
- Climate-smart technologies: We are developing completely new emission-free and low-emission processes, and are assessing and piloting new technologies for more sustainable chemistry.

Despite all our efforts, we expect there to be a residual share of emissions in 2050 that cannot be abated using technical or eco-

nomic approaches. We are aiming to offset all remaining emissions up to and including 2050 through high-quality, high-credibility nature-based and technical measures.

For more information on climate protection, see basf.com/climate_protection

Global targets

Compared with the 2018 base year, we want to achieve a 25% reduction in greenhouse gas emissions from our production processes (Scope 1) and our energy purchases (Scope 2) by 2030¹ – despite our growth plans and the construction of a new Verbund site in southern China. This corresponds to a decrease of around 60% compared with 1990. Our long-term target is to achieve net-zero greenhouse gas emissions by 2050.¹

In 2024, the BASF Group’s Scope 1 and 2 emissions amounted to 17.0 million metric tons of CO₂ equivalents (2023: 17.0 million metric tons²). The slight rise in demand year on year lifted production volumes and thus resulted in higher CO₂ emissions. At the same time, we increased the share of electricity from renewable sources com-

pared with the previous year to 26%, and, together with measures to increase energy and process efficiency, made a relevant contribution to reducing emissions. All in all, we have reduced our greenhouse gas emissions in BASF’s operations by 58% since 1990.

We set ourselves an ambitious Scope 3.1 target³ for our specific raw materials-related emissions in 2023. This includes about 92% of our Scope 3.1 emissions based on the base year. By 2030, we want to reduce these in relation to the purchasing volume specifically by 15% from the 2022 base year. In 2024, specific Scope 3.1 emissions amounted to 1.58 kilograms of CO₂ per kilogram of raw material purchased (2023: 1.67).³ The reduction in specific emissions is mainly attributable to a change in the raw materials portfolio. In the long term, we are striving to reduce Scope 3.1 emissions to an unavoidable minimum by 2050, thereby expanding our long-term net-zero target to include these greenhouse gas emissions.

Renewable energy

Roughly half of our Scope 1 and Scope 2 emissions are attributable to our plants’ energy demand. A core component is therefore converting our energy supply from fossil to renewable sources; this applies especially with regard to our electricity supply. In 2024, electricity from renewable sources as a share of total electricity consumption rose further compared with the previous year to 26% (2023: 20%). Our electricity consumption will increase significantly in the future due to the planned gradual electrification of our steam generation and the switch from natural gas-based to electricity-based, low-emission production processes. We aim to source more than 60% of our power needs from renewable sources by 2030.

As regards the transformation of our power supply, we are pursuing a make-and-buy approach in the short, medium and long term. Firstly, BASF is investing in its own renewable power assets. Secondly, we are focusing on purchasing green power through long-term supply agreements with plant operators, green power purchase agreements or renewable energy certificates, depending on the region and market regulations. Profitability and additionality are key purchasing criteria. The electricity purchased is primarily sourced from new renewable energy facilities.

In 2024, we successfully advanced the supply of electricity from renewable sources. The Hollandse Kust Zuid offshore wind farm, a joint project with Vattenfall and Allianz, was commissioned successfully and has been fully operational since the summer of 2024. With 139 turbines and a capacity of 1.5 gigawatts, it is one of the largest subsidy-free offshore wind farms in the world.

In order to fully supply our Verbund site in Zhanjiang in southern China, which is currently under construction, with electricity from renewable sources in the future, we have entered into a joint venture with Mingyang for an offshore wind farm in southern China. This partnership includes development, construction and operation. Since the beginning of 2025, the site in Zhanjiang is being supplied

Greenhouse gas emissions of BASF Group (Scope 1 and 2)¹

Million metric tons of CO₂ equivalents



¹ Scope 1 and Scope 2 (excluding the sale of energy to third parties). The target includes greenhouse gases according to the Greenhouse Gas Protocol, which are converted into CO₂ equivalents (CO₂e).

² The figure for 2023 has been adjusted to reflect updated data.

³ Scope 3.1, raw materials excluding battery materials, excluding services, technical goods and greenhouse gas emissions from BASF trading businesses.

with 100% electricity from renewable sources under a supply agreement with the State Power Investment Corporation (SPIC). In addition, we have entered into a supply agreement with China Energy Engineering Group Guangdong Electric Power Design Institute (GEDI) to source electricity from renewable sources over a period of 25 years. In 2023 and 2024, we also signed further long-term supply agreements for green power at other sites in Asia.

Climate-smart technologies

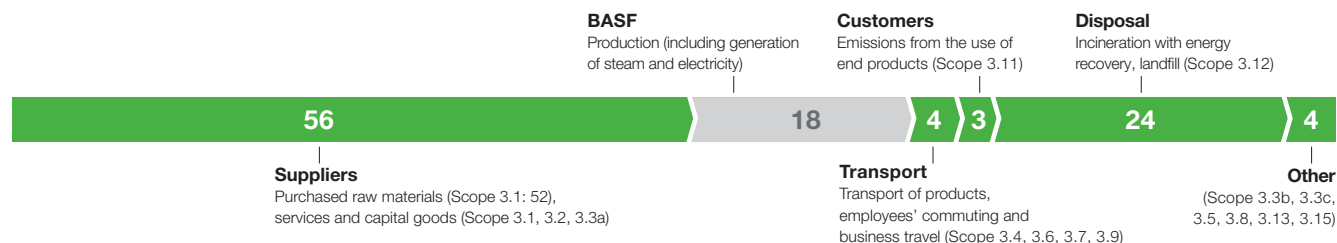
To further abate CO₂ emissions, we are also developing completely new technologies for emission-free and low-emission production and are planning to scale them, primarily from 2030 onward. These technologies will need large volumes of electricity from renewable sources in order to realize their full potential. The main focus here is on basic chemicals, which are often still emission-intensive to produce. This is the case with steam crackers, for example, which use large amounts of energy to break down naphtha into olefins and aromatics – both important precursors for numerous chemical value chains. In 2024, together with our partners SABIC and Linde, we commissioned a demonstration plant¹ for electrically heated steam cracker furnaces at our site in Ludwigshafen, Germany.

Another important basic material in the chemical industry is hydrogen, which we have so far mainly used as a raw material. In March 2025, we started operation of a PEM (proton exchange membrane) water electrolyzer² with a capacity of 54 megawatts at the Ludwigshafen site in Germany, which was constructed with Siemens Energy. Powered by electricity from renewable energy sources, the electrolyzer produces up to 8,000 metric tons of emission-free hydrogen and thus reduces greenhouse gas emissions at the site by up to 72,000 metric tons per year. BASF will primarily use the hydrogen produced as a raw material for the manufacture of products with a reduced carbon footprint.

Another focus area of our technological development is carbon capture and storage (CCS). Together with our partners, we are

CO₂ emissions along the BASF value chain in 2024³

Million metric tons of CO₂ equivalents



examining an industrial CCS project at the Antwerp site in Belgium (Kairos@C) as the first phase of the Antwerp@C project, which could enable BASF to avoid the release of up to 1 million metric tons of production-related CO₂ emissions into the atmosphere every year.

Corporate carbon footprint

BASF has published a comprehensive corporate carbon footprint every year since 2008. This reports on all emissions along the value chain – from raw materials to production and disposal (see graphic).

[For more information on our emissions reporting, see basf.com/corporate_carbon_footprint](https://www.basf.com/corporate_carbon_footprint)

Product carbon footprints

To increase transparency surrounding our product-specific greenhouse gas emissions and to implement our carbon reduction measures where they add the greatest value, we use a digital solution to calculate the carbon footprint of more than 40,000 sales products on an ongoing basis. These product carbon footprints (PCFs) include all greenhouse gas emissions – from raw materials extraction to the finished product leaving the factory gates (“cradle-to-gate”). In 2024, we further expanded our portfolio of products with a certified reduced carbon footprint. These include ammonia and urea products and the intermediate butanediol, which our customers use in the manufacture of textile fibers, solvents and engineering plastics.

We make our automated PCF calculation approach available to interested industry players through partnerships. At the same time, we are involved in various initiatives to drive transparency, harmonization and standardization across the industry. This also takes place as part of Together for Sustainability (TfS), where we have been involved in the creation and revision of a uniform guideline for calculating the carbon footprint of products in the chemical industry. This enables the climate impact of products to be directly compared and evaluated based on a standardized approach. A digital solution developed by TfS and Siemens for sharing PCF data between companies was launched in October 2024.

[For more information on product carbon footprints, see basf.com/en/pcf](https://www.basf.com/en/pcf)

We launched the Supplier CO₂ Management Program in 2021 to achieve transparency with respect to our raw materials-related emissions. The goal is to obtain a more accurate data base and to better manage and reduce emissions in the supply chain. In a first step, we have requested the PCFs of our raw materials since then and support our suppliers in determining these, for example, by sharing our knowledge of assessment and calculation methods with them. Since the start of the program, we have asked more than 1,900 suppliers, accounting for around 80% of our raw materials-related greenhouse gas emissions. After around three years, we have validated PCFs for more than 1,700 of our raw materials. This corresponds to a coverage of almost 30% in relation to the green-

¹ The project has been granted €14.8 million from Germany's Federal Ministry for Economic Affairs and Climate Action (BMWK) under the Decarbonization in Industry funding program. It is also being financed by the European Union via the NextGenerationEU fund.
² The project is funded by Germany's Federal Ministry for Economic Affairs and Climate Action (BMWK) and the Federal State of Rhineland-Palatinate.
³ According to the Greenhouse Gas Protocol, Scope 1, 2 and 3; reported categories within Scope 3 are shown in parentheses. Scope 3 emissions in category 10 (“Processing of sold products”) are not reported according to the standard for the chemical sector. Only direct use phase emissions are reported in the customer category (Scope 3.11). Excluding greenhouse gas emissions from BASF trading businesses.

house gas emissions of our raw materials. We are working to further enhance the transparency of the PCFs for our raw materials.

 For more information on the Supplier CO₂ Management Program, see basf.com/suppliers

Safe and efficient production

We work continuously to reduce environmental impacts caused by our business activities. This includes preventing or reducing emissions to air and water, which we achieve first and foremost by operating our plants safely and efficiently. We regard health and safety as our highest priorities and are aware of the material potential negative effects for our employees. To that end, the Corporate Center's Corporate Environmental Protection, Health, Safety & Quality unit sets globally binding standards for occupational safety and health.

We use the rate of High Severity Process Safety Incidents (hsPSI) per 200,000 working hours as a reporting indicator. We have set ourselves the target of reducing High Severity Process Safety Incidents to a rate of no more than 0.10 per 200,000 working hours by 2030¹ (status 2024: 0.03). For occupational safety, we have set ourselves the target of reducing the rate of High Severity Work Process Related Injuries (HSI) to no more than 0.05 HSI per 200,000 working hours by 2030¹ (status 2024: 0.02).

 For more information on process safety, see basf.com/process_safety

 For more information on occupational safety, see basf.com/occupational_safety

Product safety

We see product safety as an integral part of all business processes, as an important element of our risk management and as an essential pillar of our commitment to Responsible Care®. We continuously work on ensuring that our products pose no risk to people or the

environment when they are used responsibly and in the manner intended.

 For more information on product safety, see [BASF Report 2024, page 211 onward](#)

Water

Introducing and implementing sustainable water management has been a cornerstone of our strategy for many years now. Our goal is to introduce sustainable water management at all production sites in water stress areas and at our Verbund sites by 2030, covering around 90% of BASF's total water abstraction. In 2024, we achieved 65% of our target (2023: 57%²). Sustainable water management was introduced at eight additional sites in 2024 (2023: seven sites). BASF participated in CDP's water assessment in 2024 and again achieved Leadership status with a rating of A-.

 For more information on sustainable water management, see basf.com/water

Biodiversity

As a chemical company, we use valuable natural resources such as water, air and soil. At the same time, our business activities have an impact on these resources through emissions to the environment or the sourcing of renewable raw materials. With our principles for the responsible sourcing of raw materials, we are, among other things, committed to stopping or reversing biodiversity loss within our sphere of influence.

Our business activities interface with nature, and therefore with biodiversity and ecosystems, in three key areas. These are the sourcing of raw materials, operation of production plants and the attributes of our products. In order to better understand and categorize BASF's impact on nature, we are guided by the five drivers of biodiversity loss defined by the Intergovernmental Science Policy Platform on Biodiversity and Ecosystem Services (IPBES): land-use change,

pollution, climate change, overexploitation and invasive species. We do not consider the latter to be relevant for BASF.

We have laid down our expectations with regard to environmental, labor and social standards in the supply chain as well as our commitment to preserving biodiversity in the Supplier Code of Conduct. We are deeply committed to environmental protection and sustainability at our sites. The aim is to minimize the impact of production on people and the environment and to continuously improve. BASF sets stringent standards for the exploration and development of new sites and, among other things, incorporates requirements for environmentally friendly development and the inclusion and protection of nature and ecosystems in accordance with our Responsible Care Management System.

Before our products are launched, they undergo various tests and assessments – depending on legal requirements and their application profile. These tests enable us to identify potential hazard characteristics as well as health and environmental risks at an early stage. Based on these results, we derive precautionary and protective measures and develop recommendations for safe handling. In the area of crop protection, we further follow international standards, such as the International Code of Conduct on Pesticide Management and the Principles of Integrated Pest Management. We evaluate our products and solutions in crop protection and seeds throughout the entire research, development and registration process for potential risks and impacts to the ecosystems in which they are used.

 For more information on product stewardship for crop protection products and seeds, see [BASF Report 2024, page 237](#)

We actively seek out partnerships with relevant interest groups and organizations worldwide, for example, in the Taskforce on Nature-related Financial Disclosures (TNFD), to expand our knowledge, to raise awareness about biodiversity and to drive necessary actions forward. In 2023, BASF set up an advisory council for issues surrounding the protection of biodiversity and ecosystems – the Nature

¹ Hours worked by BASF employees, temporary workers and contractors

² By including water stress sites according to Aqueduct 4.0, the number of sites required to implement sustainable water management increases. As a result, the implementation status for 2023 has decreased and been adjusted accordingly. The number of sites relevant to the water target is reevaluated each year, so the current year corresponds to the reference year.

Advisory Council (NAC) – to receive an independent societal perspective on our activities in relation to nature and biodiversity topics. The aim is to obtain constructive feedback and specific advice on nature-related topics and our strategic approach as well as our contributions to a more sustainable future.

 For more information on our Nature Advisory Council, see basf.com/en/nature-advisory-council

BASF again participated in the “Forests” assessment conducted by the international organization CDP in 2024 and achieved a score of A-, once more giving us Leadership status.

 For more information on the CDP forests questionnaire, see basf.com/en/cdp

Raw materials

All in all, BASF purchased 30.4 million metric tons of raw materials in 2024. We purchase renewable raw materials in accordance with our principles for sustainable sourcing. Our expectations of our suppliers are laid down in our Supplier Code of Conduct.

 For more information on supplier management, see basf.com/suppliers

Fossil and petrochemical resources


BASF's most important raw materials (based on volume) include natural gas and crude oil-based petrochemical products such as naphtha and benzene. We continuously evaluate whether fossil and petrochemical resources can be replaced with renewable or recycled alternatives.

Renewable resources

In 2024, we purchased 1.2 million metric tons of renewable raw materials, mainly based on vegetable oils, fats, grains and sugar. The mass balance approach allows us to allocate the amount of renewable raw materials used to a wide variety of end products.

Palm oil, palm kernel oil and their derivatives are some of our most important renewable raw materials. We mainly use these to produce ingredients for the cosmetics, detergent, cleaner and food industries. We aim to ensure that palm-based raw materials come from certified sustainable sources. We have been a member of the

Roundtable on Sustainable Palm Oil (RSPO) since 2004. Our Care Chemicals division has published a comprehensive annual Responsible Sourcing Report since 2023. In it, we report on our measures and progress toward more sustainability and transparency in the palm value chain and the value chains for other renewable raw materials. In relation to our impact in connection with the sourcing of renewable raw materials, we set ourselves the target in 2015 of purchasing 100% certified palm oil and palm kernel oil starting 2020. In recent years, we have met this target. Due to insufficient availability of RSPO-certified palm kernel oil, we were unfortunately unable to meet this target in 2024, posting a figure of 98.1% (2023: 100%).

 For more information on our voluntary commitment to palm oil products and the Responsible Sourcing Report, see basf.com/en/palm-dialog

Recycled feedstocks

One of the ways in which we can reduce the use of fossil raw materials is to partially or fully use renewable or recycled feedstocks to manufacture products. This is done by feeding such feedstocks into the production of certain BASF products and attributing them to the end products. To give one example, in chemical recycling, our technology partners use the pyrolysis process to extract pyrolysis oil from used tires or from mixed plastic waste, which is not currently mechanically recycled. As part of ChemCycling®, we feed the pyrolysis oil into the BASF Verbund at our production sites in Europe, North America and Asia Pacific as a substitute for fossil feedstocks and manufacture Cycled® products by applying the mass balance approach.

We have many years of experience and a high degree of specialization in recycling precious metals such as platinum, palladium and rhodium. With the growing market for electric vehicles, there is also an increasing need for recycling of lithium-ion batteries. As a leading producer of battery materials with local production capacities in the three main markets – Asia, Europe and North America – BASF has in-depth expertise in battery chemistry and process technology. We are utilizing these competencies to address battery recycling as an

additional growth market in cooperation with partners along the value chain.

 For more information on circular economy, see [BASF Report 2024, page 246 onward](https://basf.com/2024)

Mineral raw materials

We have relationships with a large number of suppliers of mineral raw materials, which we use to produce automotive and process catalysts or battery materials for electromobility, among other products. We have implemented the EU's Conflict Minerals Regulation, for example by carrying out a compliance check for the import of conflict minerals in our ordering system. Furthermore, BASF is committed to responsible and sustainable global supply chains for other mineral raw materials. These include cobalt, a key component in the production of battery materials. Our goal is to not purchase cobalt from artisanal mines as long as responsible labor, social and environmental standards cannot be verified.

Responsibility for human rights

We regard the implementation of human rights-related due diligence processes as a comprehensive endeavor that we can only achieve if all employees and leaders work together. That is why we have embedded our responsibility for human rights into our Code of Conduct and set this out in our Policy Statement on Human Rights. We uphold our standards worldwide, including where they exceed local legal guidelines. The head of our legal and compliance organization also acts as Chief Human Rights Officer and oversees the overarching risk management with regard to human rights.

The Human Rights Advisory Council (HRAC), established in 2020, comprises independent international human rights experts and meets regularly, thus enabling us to obtain additional human rights expertise. The trust-based and constructive dialog helps us to better understand different perspectives on human rights, address conflicting aims and take into account the rights of Indigenous peoples and the limits of corporate due diligence.

 For more information, see basf.com/humanrights

 For more information on the Human Rights Advisory Council, see basf.com/human-rights-council

Investments and Portfolio Measures

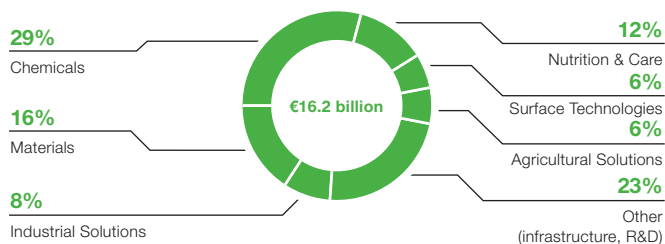
Portfolio management is an important part of our strategy, and investments remain a key driver of our targeted profitable growth as well as our green transformation. Our focus is on high-growth markets. The establishment of a new Verbund site in Zhanjiang, China, which we have designed from the outset as a lighthouse project for sustainability, contributes to achieving these aims.

The primary aim of our portfolio measures and investments is to strengthen the core businesses and unlock the value of the stand-alone businesses. Investing in our plants is essential to achieve the profitable growth we strive for in our core businesses. We invest in new technologies in order to facilitate our own green transformation and that of our customers. At the same time, we are taking measures to increase the efficiency of existing production processes and therefore to improve the profitability and competitiveness of our operations. For the period from 2025 to 2028, we are planning capital expenditures (capex)¹ totaling around €16 billion, including approximately €3 billion for the establishment of our Verbund site in Zhanjiang, China. Due to the investments in the Verbund site in Zhanjiang, our capex peaked at around €6 billion in 2024. We anticipate a slight decrease to around €5 billion for 2025. Starting in 2026, we are planning to reduce capex to well below the level of depreciation and amortization.

Investments in the segments

Investments in property, plant and equipment amounted to €6,506 million in 2024 (2023: €5,864 million). Capex accounted for €5,996 million of this amount (2023: €5,198 million). Our investments in 2024 focused on the Chemicals, Materials and Nutrition & Care segments.

Capex by segment 2025–2028



Investments in the regions

We drove forward our investment projects in 2024, focusing on the expansion of our position in our three key and attractive regions: Asia Pacific, North America and Europe.

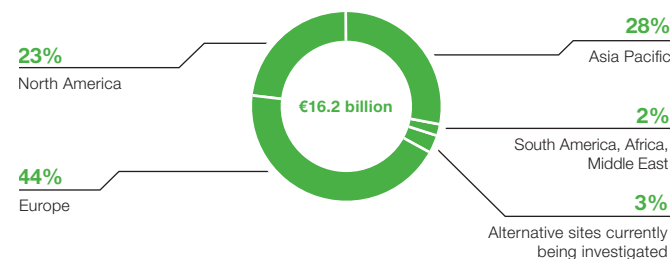
The Asia Pacific region – and China in particular with a share of around 50% – will continue to remain especially attractive. Between 2024 and 2035, we expect that around 80% of growth in the chemical industry will be concentrated in this region. In order to participate in this and to serve the increasing demand from various growth industries in this region, we are establishing, for example, our new integrated Verbund site in Zhanjiang (see page 25 onward). We also continuously invest in the ongoing development of our other Asian sites, such as our expansion project in Kuantan, Malaysia, in tandem with our partner PETRONAS Chemicals Group Berhad.

In North America, our focus is on the expansion of our production capacities in the isocyanates value chain in Geismar, Louisiana. The project is on schedule and is set for startup in 2026. The MDI expansion represents BASF's largest single investment in North America.

In addition, we invested in our European sites. In 2024, we put a world-scale production plant for alkyl ethanolamines into operation at our Verbund site in Antwerp, Belgium, thus expanding our global production capacities for this product and its derivatives by almost 30%. In Ludwigshafen, Germany, we continued to drive forward our chlorine and aroma projects among other things. In Ludwigshafen, we also completed the world's first electrically heated steam cracker demonstration plant in 2024. In Schwarzheide, Germany, we put our prototype metal refinery for battery recycling into operation.

We want to expand and refine our portfolio through value-increasing acquisitions, especially in our core businesses. We will expand our regional presence in growth markets in a targeted manner and support our green transformation through sustainable business models.

Capex by region 2025–2028



¹ Additions to property, plant and equipment excluding acquisitions, restoration obligations, IT investments and right-of-use assets arising from leases

New Verbund site in Zhanjiang

In recent years, market growth in China has been driven by increased domestic consumption, higher standards of living as well as more local value creation. With a global market share of around 50%, China is the largest chemical market and drives the growth of global chemical production. BASF is very well positioned to capture future growth in China. We have built an extensive network throughout the country:

- Shanghai is home to our Greater China headquarters, one of our two Innovation Campuses in the Asia Pacific region as well as our Caojing production site.
- Nanjing is the location of our joint venture Verbund site with Sinopec as well as a wholly owned site.
- In Chongqing, we operate a wholly owned MDI production complex.

As of December 31, 2024, BASF had 12,687 employees in Greater China, 27 wholly owned subsidiaries and 30 production sites. In 2024, BASF posted sales of approximately €8.6 billion to customers in Greater China.

With around 127 million residents, Guangdong is the most populous province in China. The province is the economic powerhouse of China and accounted for more than 10% of the country's GDP in 2024. Guangdong province is home to many BASF customers in fast-growing industries such as transportation, consumer goods, home and personal care, and electronics. Zhanjiang has a deep-water seaport with easy access to shipments of raw materials and finished goods to and from other ports in China, Asia and other regions. It also offers the shortest sea routes between mainland China and Southeast Asia. The government of Guangdong province is committed to providing this area with world-class infrastructure.

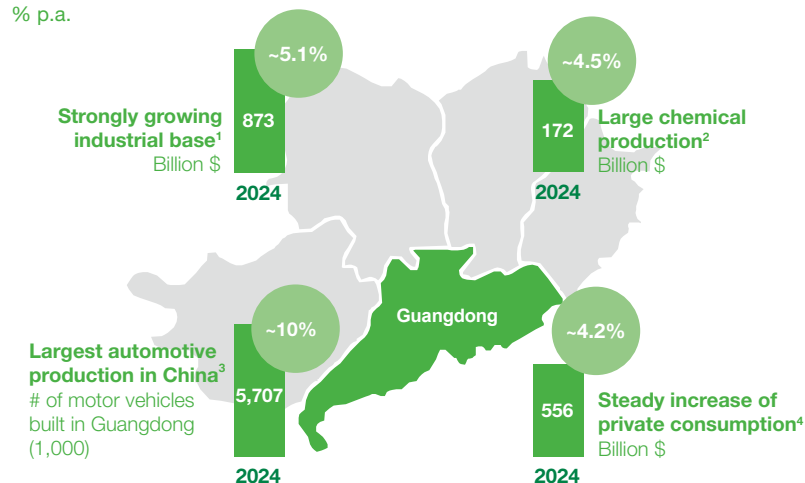
To accelerate our growth in Asia, BASF commenced its Verbund project in Zhanjiang in the southern Chinese province of Guangdong in 2019. In 2022, BASF made the final investment decision for the main construction phase of the Zhanjiang Verbund site, including a steam cracker and downstream plants to support our customers' growth in the dynamic Chinese market.



Construction in progress at BASF's Zhanjiang Verbund site (status April 2025)

Guangdong is home to key customers from fast-growing industries

CAGR 2015–2024
% p.a.



Market characteristics⁵

- Around 127 million residents in Guangdong province (2024)
- GDP Guangdong (2024): > \$1.97 trillion (exceeding Brazil)
- GDP CAGR 2024–2039: ~4.6% p.a.
- Key customer industries: transportation, consumer goods, home and personal care, electronics
- Chemical products are generally undersupplied from local production

1 Industry real output, 2021-based, Guangdong Bureau of Statistics
 2 Real chemical gross output, 2021-based, inferred by gross output/value added ratio for China, Guangdong Bureau of Statistics
 3 Guangdong Bureau of Statistics
 4 Real private consumption, 2021-based, S&P Global and BASF rebasing, subject to retrospective revision
 5 Guangdong Bureau of Statistics, S&P Global

The fully owned BASF Verbund site will involve a total investment of around €10 billion. When completed, the site will be BASF's third-largest Verbund site globally.

Construction of the first plants started in 2020. A plant started up in July 2022 provides engineering plastics compounds to meet growing demand from the Chinese automotive and electronics industries. In addition, a production plant for thermoplastic polyurethane (TPU) came on stream in September 2023. The startup of the core of the Verbund – a steam cracker and plants for ethylene oxide, syngas, monoethylene glycol, polyethylene, oxo-C4 alcohols, acrylic monomers and neopentyl glycol – is expected to take place as of 2025.

BASF is building the Zhanjiang Verbund site as a model for sustainable production. The site will already be operated with 100% renewable electricity starting in 2025. As BASF's first implementation of a fully digital smart Verbund concept in a large-scale project globally, the site will be built on the basis of cutting-edge technologies that maximize resource and energy efficiency and reduce environmental impact. Circular economy concepts will be incorporated into the new Verbund site to support customers in the region with low-carbon solutions.

Acquisitions and divestitures

In April 2024, Vattenfall and BASF contractually agreed on BASF's purchase of 49% of shares in Vattenfall's Nordlicht 1 and 2 wind farm projects. On March 25, 2025, BASF and Vattenfall announced the sale of BASF's 49% equity share in the Nordlicht 1 and 2 wind farm projects back to Vattenfall. The collaboration with Vattenfall will continue, securing BASF a long-term supply of electricity from renewable sources for its chemical production in Europe.

Following agreement on the sale of Wintershall Dea's exploration and production (E&P) business, excluding Russia-related activities, to Harbour Energy plc, London, United Kingdom, in December 2023, this transaction was concluded on September 3, 2024. The E&P business consists of production and development assets, exploration rights and carbon storage licenses. In exchange, Wintershall Dea shareholders – BASF (72.7%) and LetterOne (27.3%) – received a cash consideration totaling \$1.78 billion (BASF share: \$1.29 billion), including a purchase price adjustment, and new shares issued by Harbour Energy equating to a total shareholding of 54.5% in the enlarged Harbour Energy company (BASF share: 39.6%).

Effective April 21, 2025, BASF completed the divestiture of its shares in BASF Markor Chemical Manufacturing (Xinjiang) Co., Ltd. and Markor Meiou Chemical (Xinjiang) Co., Ltd. in Korla, China, to Verde Chemical Singapore Pte. Ltd. The companies operated production plants for butanediol and PolyTHF, which were allocated to the Chemicals segment.

Agreed transactions

On December 21, 2024, BASF and Louis Dreyfus Company (LDC), Rotterdam, Netherlands, signed an agreement on the sale of BASF's operations in food and health performance ingredients, including the production site in Illertissen, Germany, to LDC. Under the terms of the agreement, it is expected that approximately 300 employees will transfer from BASF to LDC on completion of the transaction, which remains subject to the customary closing conditions, including approval by the relevant regulatory bodies.

On February 17, 2025, BASF announced the sale of the Brazilian decorative paints business, which is part of BASF's Coatings division, to Sherwin-Williams, Cleveland, Ohio. The purchase price on a cash- and debt-free basis is \$1.15 billion. The transaction includes the production sites in Demarchi and Jabotão, related contracts, the Suvinil and Glasu! brands, and the approximately 1,000 employees. The decorative paints business generated sales of approximately €485 million in 2024 and operates almost exclusively in Brazil. The divestiture is expected to close in the second half of 2025, subject to approval by the relevant antitrust authority.

Employees

Our employees are crucial to BASF's success. We want to attract and retain talent for our company and support them in their development. We also want to create a working environment that inspires and connects people every day. This is founded on an open corporate culture of mutual trust, respect and dedication to top performance.

Strategy

Attracting and retaining the best employees is crucial to our success. Technological change is leading to new demands being placed on our employees. Skill development is therefore a key instrument in this context. We want to boost employees' satisfaction, productivity and innovative power through the ongoing improvement of their skills and expertise. Employee development at BASF is based on the principle that all employees have the opportunity to expand their skills and experience through learning or changing positions and are supported in doing so. Learning takes place according to individual and job-specific requirements.

The BASF Group's Policy Statement on Human Rights contains our commitment to a fair, diverse and inclusive working environment characterized by mutual trust and respect as well as respectful interaction between all employees. This is also an integral component of our globally applicable Code of Conduct for all employees.

When identifying leadership talent, we also take into account the promotion and appreciation of diversity, for example when it comes to women. Furthermore, we have committed to increasing the proportion of women in leadership positions to 30% by 2030.¹ As of December 31, 2024, the proportion of women working in the BASF Group was 27.1%. The proportion of women in leadership positions with disciplinary responsibility worldwide was 29.3% (2023: 28.4%) as of December 31, 2024.

We consider employee engagement to be a decisive indicator of the success of our measures. We use surveys and pulse checks as feedback instruments to actively involve employees in shaping their working environment. We measure employee engagement as part of the regular Employee Voices² survey. We set ourselves the target of achieving employee engagement of more than 80%. More than 90,000 employees worldwide participated in the survey in 2024 (participation rate: 78%). The survey showed global engagement of 79%, which is stable compared with the previous year (2023: 79%). Our aim is to get this score back to the defined target of higher than 80%.

Number of employees

The total number of employees as of December 31, 2024, was 111,822 compared with 111,991 as of December 31, 2023. The decline was primarily due to retirements and departures due to dormant employment as well as measures in connection with the cost savings program focusing on Europe. Staff increases in Asia Pacific, especially for the new Verbund site in Zhanjiang, China, had an offsetting effect.

BASF Group employees by region

	December 31, 2024	%
Europe	66,726	59.7
<i>of which Germany</i>	50,602	45.3
Asia Pacific	21,971	19.6
<i>of which Greater China</i>	12,687	11.3
North America	15,969	14.3
<i>of which United States</i>	13,304	11.9
South America, Africa, Middle East	7,156	6.4
Total	111,822	100.0

The rate of employee turnover according to the European Sustainability Reporting Standards (ESRS) definition – the proportion of

employees who left the company in 2024 – amounted to 7.2% globally.

As of December 31, 2024, the BASF Group was training 2,941 people in various occupations (2023: 3,045).

 For more information on careers at BASF, see basf.com/careers

Compensation and benefits

Adequate compensation is an important component of the package we offer to employees that makes us a compelling choice as employer. Our central action in this area is the annual review of our compensation levels worldwide using external market data, among other things. This allows us to aim for market-oriented and appropriate compensation in the respective countries or markets and to analyze the effectiveness of adjustments to our compensation levels as part of the process. As a rule, compensation comprises fixed and variable components as well as benefits. In many countries, these benefits exceed legal requirements and include, for example, company pension benefits, supplementary health insurance and share programs.

According to globally consistent criteria, positions are assigned BASF job grades independent of individuals; these form the basis for compensation. Job grades are assigned according to the demands of the respective function. In this way, we want to make positions comparable on a worldwide basis and create a foundation for compensation commensurate with function. We use the BASF Group's return on capital employed (ROCE) to measure economic success for the purposes of variable compensation. This links variable compensation to our ROCE target. Individual performance is assessed as part of a globally consistent performance management process. In addition, we will introduce an enhanced performance management system that provides a closer link between incentives and unit-specific achievements.

¹ In doing so, we act in accordance with applicable local laws.

² The scope of employees surveyed goes beyond the scope of consolidation. However, there are exceptions for companies that represent joint ventures as well as companies held for sale.

Expenses for wages and salaries, social security contributions and assistance, as well as for pensions totaled €11,241 million in 2024. The increase was mainly due to a higher wage and salary level.

BASF Group personnel expenses

Million €

	2024	2023	+/-
Wages and salaries	9,022	8,773	+2.8%
Social security contributions and assistance expenses	1,665	1,612	+3.3%
Pension expenses	554	565	-1.9%
Total personnel expenses	11,241	10,950	+2.7%

Compliance Program and Code of Conduct

Our Compliance Program is based on our corporate values and voluntary commitments as well as applicable international standards. We are convinced that compliance with these principles plays a key role in ensuring our company's long-term success. The global program describes our commitment to responsible conduct and expectations around how all BASF employees interact with business partners, officials, coworkers and society.

At the core of our Compliance Program is the global, standardized Code of Conduct, which is overseen by the BASF Board of Executive Directors and to which all employees and leaders must adhere. It covers topics ranging from corruption and antitrust laws to human rights, labor and social standards, conflicts of interest, whistleblower protection, trade control and data protection. The primary goal of our compliance management system is to prevent violations from the outset. We perform continuous systematic risk analyses to identify and assess material risks from compliance violations, including corruption. This is conducted at the divisional and Group company level.

The structure of BASF's Code of Conduct

<p>We Care</p> <ul style="list-style-type: none"> - Our Code of Conduct - How We Make Decisions - We Always Speak Up - We Lead With Integrity 	<p>We Earn Trust</p> <ul style="list-style-type: none"> - Anti-Corruption - Trade Control - Anti-Money Laundering 	<p>We Play Fair</p> <ul style="list-style-type: none"> - Antitrust Laws - Gifts and Entertainment - Conflicts of Interest 	<p>We Respect</p> <ul style="list-style-type: none"> - Human Rights, Labor and Social Standards - Environmental Protection, Health and Safety 	<p>We Protect</p> <ul style="list-style-type: none"> - Sensitive Company Information - Personal Data - Digital Responsibility - Company Property - Accurate Books and Records
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The regular compliance audits performed by the Corporate Audit unit are another source for the systematic identification of risks. These risks are documented in the relevant risk or audit report. The same applies to specific risk minimization initiatives as well as the time frame for their implementation.

Workshops and mandatory training are a key element in preventing violations and are conducted on an ongoing basis either in person or online. Within a prescribed time frame, all employees are required to complete basic, refresher or specialized training on topics such as antitrust legislation, money laundering and trade control regulations. In 2024, more than 120,000 employees worldwide received over 105,000 hours of training on the Code of Conduct. Functions-at-risk, for example procurement, are fully covered by the training program. Training data is collected through documentation in our learning management system as well as individual decentralized reports from Group companies.

Leaders play a key role in our compliance culture by embodying and communicating our values both internally and externally. In addition to special workshops on integrity as a leadership task for newly appointed senior executives, separate training sessions were also offered in 2024 for the managing directors of BASF Group companies.

The online version of our Code of Conduct is aimed at our employees and offers user-friendly features such as case studies, FAQs and additional references. We continuously provide our employees worldwide with up-to-date content such as videos, links to specialist units and requirements as well as direct contact to subject matter experts on the internal online platform and the corresponding app.

In 2024, the BASF compliance hotline received 751 reports (2023: 643). In 2024, violations of our Code of Conduct led to termination of employment in a total of 67 cases (2023: 48).

 For more information on the BASF Code of Conduct, see basf.com/code-of-conduct

Code of Conduct
is the core of our Compliance Program

More than 120,000
participants in compliance training courses

68 internal audits
on adherence to our compliance standards

2

Segments

Segments	30	Surface Technologies	57
		Coatings	59
Chemicals	33	Battery Materials	61
Petrochemicals	35	Environmental Catalyst and Metal Solutions	63
Intermediates	37		
Materials	39	Agricultural Solutions	65
Performance Materials	41	Agricultural Solutions	67
Monomers	43	Other	69
Industrial Solutions	45		
Dispersions & Resins	47		
Performance Chemicals	49		
Nutrition & Care	51		
Care Chemicals	53		
Nutrition & Health	55		

Segments

The BASF Group consists of 12 operating divisions, which are grouped into six segments. Our core businesses comprise the Chemicals, Materials, Industrial Solutions and Nutrition & Care segments. They benefit from their deep integration in our value chains and the Production Verbund. Our standalone businesses are clustered in the Surface Technologies and Agricultural Solutions segments. These serve distinct industries and compete with peers who focus exclusively on individual industries (pure players).

Chemicals

The Chemicals segment is one of our core businesses and forms the heart of the Verbund with its production facilities. Its Petrochemicals and Intermediates divisions market high-quality basic chemicals and intermediates to customers in downstream industries. They also reliably supply BASF's other segments with chemicals to produce higher value-added products and in this way, ensure the competitiveness of the BASF Group.

The segment strives for technological leadership and operational excellence and focuses on individual value chains. It concentrates on the essential success factors of the traditional chemicals business: leveraging economies of scale and the advantages of our Verbund, high asset reliability, continuous optimization of access to raw materials, lean and energy-efficient processes, and reliable, cost-effective logistics. This enables fundamental cost advantages and opens up various opportunities for decarbonization. The segment creates value through process and product innovation and invests in research and development to implement new, sustainable technologies and make existing technologies even more efficient. Thanks to our integrated production processes, the carbon footprint of a number of our products is significantly lower than that of our competitors. Furthermore, by using renewable and recycled

BASF Group segments in 2024

Core businesses

Chemicals

The Chemicals segment supplies both external customers and BASF's other segments with basic chemicals and intermediates.

- Share of sales: 16.6%
- R&D expenses: €80 million
- Investments including acquisitions²: €3,403 million

Materials

In the Materials segment, we produce advanced plastics and their precursors for processing industries.

- Share of sales: 20.7%
- R&D expenses: €180 million
- Investments including acquisitions²: €1,139 million

Industrial Solutions¹

The Industrial Solutions segment develops and markets ingredients and additives for industrial applications.

- Share of sales: 14.1%
- R&D expenses: €187 million
- Investments including acquisitions²: €349 million

Nutrition & Care

The Nutrition & Care segment produces ingredients for consumer applications such as human nutrition and cleaning agents.

- Share of sales: 10.3%
- R&D expenses: €149 million
- Investments including acquisitions²: €809 million

Standalone businesses

Surface Technologies¹

The Surface Technologies segment produces chemical solutions for surfaces such as automotive OEM coatings, battery materials and catalysts.

- Share of sales: 18.2%
- R&D expenses: €271 million
- Investments including acquisitions²: €499 million

Agricultural Solutions

The Agricultural Solutions segment is an integrated solutions provider of seeds, crop protection products and digital solutions for the agricultural sector.

- Share of sales: 15.0%
- R&D expenses: €919 million
- Investments including acquisitions²: €387 million

¹ The chemical and refining catalysts business, which was previously reported as part of the Catalysts division, is part of the Performance Chemicals division since January 1, 2025. The figures for 2024 have been restated accordingly.
² Additions to property, plant and equipment and intangible assets

feedstocks in our production network, we can provide products with diverse sustainability attributes. Examples of these offerings include our LowPCF, ZeroPCF and Ccycled® products. The Chemicals segment is thus well positioned to drive BASF's green transformation while supporting that of our customers.

The two divisions are continuously developing their value chains and are expanding their market position – especially in Asia – with investments and collaborations in growth markets. We want to participate in the growth of the largest chemicals market in the world and are thus currently focusing primarily on the completion and startup of our Verbund site in Zhanjiang, China, which we have planned as a pioneering project for sustainability. We are also continuously reviewing and improving our production structures in

other regions and aligning them with regional market requirements, as demonstrated by the capacity expansions at the Verbund site in Antwerp, Belgium and the adapted vision for the future of the Verbund in Ludwigshafen, Germany.

Materials

In terms of production capacity, the Materials segment is a global leader in high-performance plastics and precursors and home to two divisions from BASF's core businesses. The Monomers division has a broad portfolio of large-volume monomers and basic polymers in the isocyanate and polyamide value chains and follows a lean and cost-driven approach focused on efficient structures. The Performance Materials division offers innovative and customized solutions

in engineering plastics, polyurethanes and thermoplastic polyurethanes, and creates value through cocreations with customers, particularly in the field of sustainability. Our global production network enables us to provide our solutions wherever our customers are. At the same time, we constantly review the efficiency of our production network in order to improve it continuously.

The Materials segment combines expertise in basic chemicals with a diverse range of high-performance specialties and successfully operates some of BASF's most profitable value chains, including methylene diphenyl diisocyanate (MDI). Throughout the chemical cycle, the Materials segment plays an important role in BASF's portfolio with its high cash flow and earnings contributions. The fully integrated polyurethane and polyamide value chains with world-scale plants ensure cost advantages. Building on our R&D capabilities, the segment develops new, more sustainable high-performance materials and applications for a broad range of industries.

Both divisions follow ambitious sustainability road maps to enable the green transformation of the customer industries they serve. They understand sustainability as the decisive factor for future business success and utilize their industry knowledge and application expertise to provide customers with the right solutions. The segment holds one of three top market positions with regard to production capacities in around 80% of its business areas, including polyamide 6, thermoplastic polyurethanes, polyurethane systems and engineering plastics.

Industrial Solutions

The Industrial Solutions segment is a part of the BASF Group's core businesses. It markets and develops ingredients and additives for industrial applications. The customers of its two operating divisions, Dispersions & Resins and Performance Chemicals, are primarily active in the following key industries: paints and coatings, construction, electronic materials, chemicals, plastics and adhesives, paper coatings, automotive and energy and resources. The segment aims

to generate value through customer proximity, in-depth industry expertise and a broad product portfolio that is tightly integrated into the BASF Verbund. The portfolio includes fuel and lubricant solutions, dispersions, resins and additives, electronic materials, plastic additives and chemical and refining catalysts. The segment's focus is on research and development with the aim of enabling a more efficient use of resources and developing high-performance and more sustainable products and production procedures. This also enables our customers' green transformation through their applications and processes. Furthermore, the divisions focus on efficient production setups and backward integration in our Production Verbund's value chains. In addition, capacity management as well as technology and cost leadership are important levers for the segment.

Trends such as ever faster time to market for electronic materials innovations, longer product life cycles and increasing processing of recycled plastic are boosting the need for products that have precisely these characteristics. With its broad product portfolio, the segment is ideally positioned for this. Our global presence enables us to operate close to our customers, collaborate with them on new solutions and strive for long-term partnerships that create mutually profitable growth opportunities.

Since January 1, 2025, the chemical and refining catalysts business has been reported as part of the Performance Chemicals division in the Industrial Solutions segment. It was previously part of the Catalysts division in the Surface Technologies segment.

Nutrition & Care

The Nutrition & Care segment is also part of our core portfolio. The basis for this segment's business are highly competitive, world-scale plants that are deeply embedded in the BASF Verbund. The Care Chemicals and Nutrition & Health divisions serve highly attractive and resilient markets with high-quality, high-performance products. Future growth in these markets will be driven by rising consumer

awareness of sustainable product solutions with lower carbon footprints and the demand for natural and organic ingredients and their traceability. Moreover, digitalization, a focused technology and product portfolio, and close cooperation with our customers are crucial to meeting the dynamic market requirements.

For this segment, we strive to expand its market position as a leading provider of nutrition and care ingredients. The divisions generally focus their portfolio on growth markets and continuously develop their capabilities in areas such as biotechnology. They offer new bio-based and biodegradable products. The Care Chemicals division supports its customers globally with innovative and more sustainable high-performance products, solutions and concepts, especially in the cosmetics, detergent and cleaner industries. The Nutrition & Health division focuses on important product platforms (vitamins, carotenoids and feed enzymes), which are supplemented by selected growth fields such as special aroma ingredients and biopharma ingredients. With its (bio)pharma ingredients, the division serves a variety of markets, such as bioprocessing and formulation of vaccines and antibodies.

Surface Technologies

Some of our standalone businesses are bundled in the Surface Technologies segment, which consisted of the Catalysts and the Coatings divisions until the end of 2024.

As of the beginning of the 2025 business year, the battery materials and ECMS business units, which were formerly part of the Catalysts division, are being reported as separate operating divisions within this segment, in addition to the Coatings division. Additionally, since January 1, 2025, the chemical and refining catalysts business, formerly part of the Catalysts division, has been reported as part of the Performance Chemicals division in the Industrial Solutions segment.

Together with our customers, we develop novel products and technologies for catalysts, coatings and battery materials. We also offer

services in the areas of precious metals and base metals as well as surface treatments. Our aim is to drive growth by leveraging our portfolio of technologies to find the best solution for our customers in terms of functionality and cost. This helps our customers to drive forward innovation in their industries and contribute to more sustainable development.

Our key growth drivers are the positive medium-term development of the demand for chemicals in the automotive market, especially in Asia, and the shift toward sustainable low-emission mobility. Despite the current slowdown in the mobility transition, we are convinced of the long-term growth of the electric vehicle market. As one of the largest chemical suppliers to the automotive industry, the segment is developing customized, more sustainable solutions for battery materials, emission control, recycling and innovative coatings in close cooperation with its customers. Our specialties and system solutions in these areas enable our customers to stand out from their competitors.

Agricultural Solutions

The goal of efficient farming is to provide healthy and affordable food globally to a rapidly growing world population¹ with an increasing demand for food, feed and energy. At the same time, farmers must reduce their environmental impact as natural resources are limited. We support them in achieving this and strive to contribute to build a sustainable future for agriculture by connecting innovation, customers and society.

As one of the world's top agricultural solutions companies in terms of sales, we are making a positive impact on sustainably transforming agriculture and food systems. Our innovation-driven strategy focuses on selected crops and their appropriate cultivation systems: soy, corn (maize) and cotton in the Americas; wheat, canola (oilseed rape) and sunflower in North America and Europe; rice in Asia; and fruit and vegetables globally. Our sustainability approaches are

integrated into all business and portfolio decisions. In doing so, we help farmers sustainably grow more and higher-quality crops.

We leverage our expertise in research and development as well as our many years of experience working with growers to provide crop-specific offers across technologies. These include novel solutions for seeds, traits, fungicides, herbicides, insecticides, biological solutions and digital products tailored to the farming needs of their region and crop systems.

¹ Compared with 2024, the world's population is expected to grow by around 1.5 billion people by 2050; source: U.N. World Population Prospects 2024.

Chemicals

The Chemicals segment comprises the Petrochemicals and Intermediates operating divisions. It contributes to our direct customer business and supplies the other segments with basic chemicals and intermediates, contributing to the organic growth of our key value chains. Alongside internal transfers, our customers mainly come from the chemical and plastics industries. We aim to further strengthen our competitiveness through technological leadership, operational excellence and products with a lower carbon footprint.

Divisions



Petrochemicals

Broad portfolio of high-quality basic chemicals and specialties, tailored to the needs of internal and external customers, which serve as starting materials for products such as dispersions, paints, coatings, plastics, insulating materials and hygiene products

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Intermediates

Comprehensive portfolio of commodities and specialties, which are used as precursors for products such as coatings, plastics, textile fibers, pharmaceuticals and crop protection products

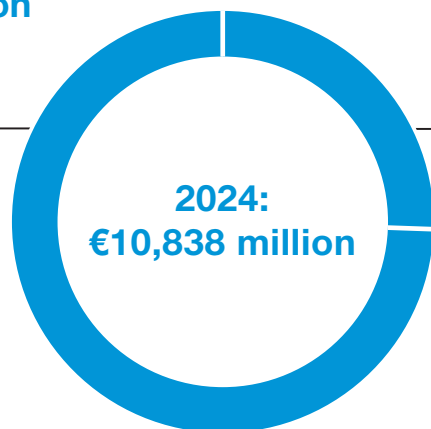
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Chemicals

Sales by division

€8,050 million

Petrochemicals
Share of sales: 74.3%



€2,788 million

Intermediates
Share of sales: 25.7%

Sales by region

By location of customer

5.5%

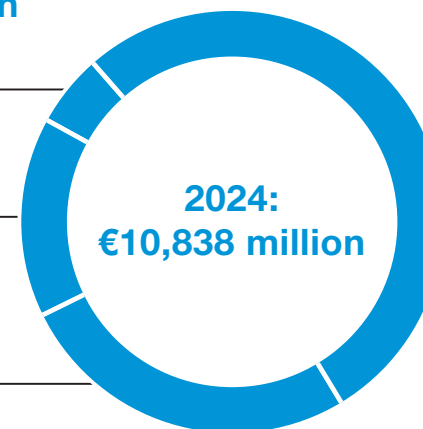
South America, Africa, Middle East

15.1%

Asia Pacific

26.6%

North America



52.8%

Europe

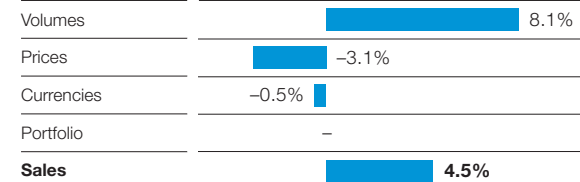
Segment data

Million €

	2024	2023	2022	2021	2020
Sales to third parties	10,838	10,369	14,895	13,579	8,071
Share of total BASF sales	16.6	15.0	17.1	17.3	13.6
of which Petrochemicals	8,050	7,418	10,546	9,674	5,426
Intermediates	2,788	2,951	4,349	3,904	2,645
Income from operations before depreciation, amortization and special items	1,342	1,167	2,774	3,842	1,305
EBITDA margin before special items	12.4	11.3	18.6	28.3	16.2
Income from operations before depreciation and amortization (EBITDA)	1,314	1,167	2,771	3,882	1,237
EBITDA margin	12.1	11.3	18.6	28.6	15.3
Income from operations (EBIT) before special items	503	361	1,956	3,092	445
Income from operations (EBIT)	429	364	1,758	3,115	-192
Segment cash flow	-2,051	-936	1,878	-	-

Factors influencing sales

2024 versus 2023



EBITDA before special items

Million €



Petrochemicals

The Petrochemicals division is the starting point of BASF's petrochemical-based value chains throughout the regions. The division manufactures and markets a broad portfolio of high-quality basic chemicals and tailored specialties for internal and external customers. To contribute to BASF's net zero goal, we offer certain products based on circular or bio-based feedstock. For this purpose, either renewable or chemically recycled feedstock is used instead of virgin fossil resources at the beginning of the value chain. Furthermore, we develop processes to reduce greenhouse gas emissions in our existing plants.

Portfolio

Acrylic monomers and superabsorbent polymers

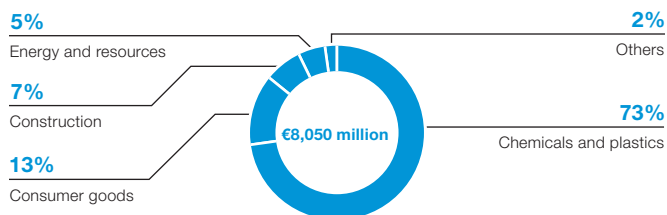
BASF is the world's largest and most widespread producer of acrylic monomers, which are sold to internal and external customers in the form of acrylic acid, acrylic esters and specialty acrylates. Acrylic monomers are used as precursors to manufacture acrylic polymers and polymer dispersions for various applications such as adhesives, coatings, flocculants, superabsorbent polymers and surfactants.

Superabsorbent polymers (SAP) are used in various hygiene applications, such as baby diapers, adult incontinence products and feminine hygiene articles. With our world-scale production plants in every region, we are close to our customers. Through our market knowledge and R&D expertise, we aim to foster trusted relationships with customers and partners in the global hygiene industry.

Alcohols and solvents

BASF is the world's largest producer of oxo alcohols and is also a major producer of oxygenated solvents in Europe, including acetates, glycol ethers, glycol ether acetates and specialty solvents. Major customer industries are paints and coatings, pharmaceuticals and cosmetics.

Sales by direct customer industry 2024



Alkylene oxides and glycols

Ethylene oxide derived from ethylene is used mainly to produce surfactants, ethanolamines, glycols, glycol ethers and polyols. Ethylene glycol is used in antifreeze applications and the production of fibers, films and PET (polyethylene terephthalate) plastic bottles.

Cracker products

BASF produces the entire range of cracker products from ethylene and propylene to butadiene, butenes, benzene and others.

Plasticizers

BASF offers a broad product portfolio of general purpose and special purpose plasticizers. Plasticizers give flexibility to PVC products such as cables or films. At the same time, they offer protection against the effects of weathering and temperature, thereby helping to maintain the product's functionality. Plasticizers are used in a large number of industries such as construction, automotive, toys and medical devices.

Styrenics

The styrenics value chain of BASF comprises styrene monomers, polystyrene and expandable polystyrene (EPS, with the brands Styropor® and Neopor®). The most important industries for BASF's styrenics business are construction and packaging, where the unique properties of styrenic polymers allow customers to realize various eco-efficient solutions, for example, as insulation material.

Innovation



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First superabsorbent with zero product carbon footprint

Customers in the hygiene industry are looking for products that significantly reduce their Scope 3 emissions.¹ BASF has developed HySorb® B 6610 ZeroPCF, the first superabsorbent with a zero product carbon footprint² (PCF). This was achieved by utilizing renewable energy in addition to renewable feedstock in a mass balance approach in BASF's production process. HySorb® B 6610 ZeroPCF is an innovative solution with no compromise on quality and performance and requiring no adaptation of the diaper production line.

¹ Scope 3-applicability depends on the customer's individual target commitment and lies in the customer's responsibility.
² The calculation of the Product Carbon Footprint (PCF) for conventional products follows the requirements and guidelines according to ISO 14067:2018. TÜV Rheinland has determined in a method review that the PCF (SCOTT) methodology developed and used by BASF SE is scientifically sound, in line with ISO 14067:2018 and the Together for Sustainability PCF guideline and reflects the state of the art (ID no. 0000080389: BASF SE – Certipedia).

Market position and main competitors

The Petrochemicals division holds one of the top three market positions in almost half of the strategic business areas in which it is active.

The main competitors (alphabetical order) include Dow, Evonik, ExxonMobil, INEOS, LG Chem, LyondellBasell, Nippon Shokubai, SABIC, Shell, Sinopec and Wanhua.

Focus of research and development

We aim to set the benchmark for cost competitiveness and environmental footprint. The focus is on developing new processes and optimizing our existing ones. We want to be a thought and action leader in sustainability with a special focus on CO₂ reduction and the circular economy. In terms of product innovation, we advance research, for example, in the field of superabsorbent polymers and styrenics.

Key capabilities

- Competitive Verbund sites with world-scale production facilities
- Leading process technology and operational excellence
- Enabling reduction of greenhouse gas emissions
- Strong global market position with regional production
- Outstanding market knowledge, technical capabilities and innovation competence

Acquisitions/JVs/investments/divestitures/shutdowns

From 2022 onward

Product group	Description	Year
tert-Butyl acrylate	New plant in Nanjing, China	2023
Cracker products and downstream	Establishment of an integrated Verbund site in Zhanjiang, China	until 2030
Ethylene oxide	Expansion of integrated complex in Antwerp, Belgium	2023
Expandable polystyrene (EPS)	Expansion of Neopor® production capacity in Ludwigshafen, Germany	2027
Extruded polystyrene (XPS)	BASF has signed an agreement with Karl Bachl Kunststoffverarbeitung GmbH & Co. KG (BACHL) for the sale of its business with Styrodur®	2025
Superabsorbent polymers	Closure of production in Mannheim, Germany	2022
	Investment in Excellence Center in Antwerp, Belgium	2023

Major nameplate capacities of BASF

Thousand metric tons per year

Product group	Location													Total ⁵
	Antwerp, Belgium	Camaçari, Brazil	Cornwall, Canada	Freeport, Texas	Geismar, Louisiana	Kuantan, Malaysia ¹	Ludwigshafen, Germany	Nanjing, China ²	Pasadena, Texas	Port Arthur, Texas ³	Rayong, Thailand	Tarragona, Spain ⁴	Ulsan, South Korea	
Acrylic acid	■	■		■		■	■	■						1,510
Benzene	■						■	■		■				910
Butadiene	■						■	■		■				680
Ethylene	■						■	■		■				3,480
Ethylene oxide	■				■		■	■						1,655
Oxo C4 alcohols				■		■	■	■	■					1,625
Plasticizers (incl. Hexamoll® DINCH)			■				■		■					595
Propylene	■						■	■		■		■		2,680
Styropor®/Neopor®							■						■	545
Superabsorbents	■	■		■				■			■			615

1 BASF 60%; PETRONAS 40%

2 BASF 50%; Sinopec 50%

3 BASF 60%; Total 40%

4 BASF 51%; Sonatrach 49%

5 All capacities are included at 100%, including plants belonging to joint operations and joint ventures.

Intermediates

With more than 600 products in its portfolio, in particular amines, diols, polyalcohols, acids and specialties, the Intermediates division offers innovative and sustainable solutions for a wide range of industries – from coatings and plastics to pharmaceuticals and crop protection. The division focuses primarily on the C1 and C2 value chains. Its products are typically used by customers as precursors for their downstream chemicals, and the products are also widely used for BASF's own downstream production. The Intermediates division is a global leader in sustainable chemical intermediates, which can support our customers in achieving their sustainability goals, for instance with our OASE® gas treatment solutions as well as LowPCF and ZeroPCF products.

Portfolio

Acetylenics and carbonyl derivatives

These specialty intermediates are based on raw materials from BASF's Verbund, such as acetylene and chlorine. Among the acetylene derivatives are vinyl monomers, acetylenic alcohols and higher alkylpyrrolidones. Chlorine-based intermediates include acid chlorides and chloroformates. Further specialty intermediates are glyoxal and imidazoles, cyclododecanone, 2-mercaptoethanol and triphenylphosphine. The products serve as building blocks for crop protection agents and pharmaceuticals or as monomers and performance additives for polymers, coatings and printing inks.

Acids and polyalcohols

BASF is the world's leading manufacturer of polyalcohols, such as neopentyl glycol (NPG) and 1,6 hexanediol (HDO), and carboxylic acids, such as formic and propionic acid. Carboxylic acids are used as preservatives for the feed and food industries, as auxiliaries for textile and leather applications and as deicing agents. The portfolio also includes higher carboxylic acids such as 2-ethylhexanoic acid

and isononanoic acid (INA), which are primarily utilized in synthetic lubricants, paint dryer and PVC plasticizer applications. Polyalcohols are mainly offered for the production of a wide range of coatings.

Amines

With about 300 different amines, we have the world's most diverse portfolio of this type of chemical intermediate. Along with alkyl-, alkanol-, alkoxyalkylamines and ethyleneamines, we offer heterocyclic and aromatic as well as specialty amines. The range is completed by a portfolio of chiral amines of high optical and chemical purity. The versatile products are used mainly to manufacture process chemicals, pharmaceuticals and crop protection agents, as well as cosmetic products and detergents. They also serve to produce coatings, specialty plastics, composites and specialty fibers.

Butanediol and its derivatives

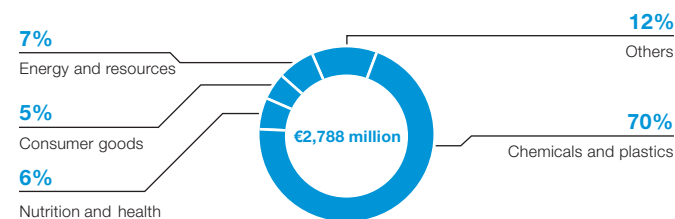
BASF is among the world's largest manufacturers of 1,4-butanediol, which is a chemical building block for products such as polyesters and polyurethanes. Its derivatives are used to manufacture products ranging from fibers to paints, pharmaceuticals and lithium-ion batteries, and include N-methylpyrrolidone, tetrahydrofuran (THF) and PolyTHF®.

Innovation

We consistently align our innovation activities with the needs of our customers. As sustainability is the most important driver of innovation in many of our customer segments, we strive to make our product portfolio more sustainable and thus enable our customers to better achieve their sustainability goals.

We have launched a number of our chemical intermediates as "LowPCF" products globally. This suffix denotes the low product carbon footprint (PCF) relative to that of comparable products available on the market. Our range of LowPCF products currently con-

Sales by direct customer industry 2024



sists of formic acid (FA), propionic acid (PA), 1,6-hexanediol (HDO®) and NPG.

In addition, we have been globally offering NPG and PA produced at our Ludwigshafen Verbund site with the suffix "ZeroPCF." We achieve this by using renewable raw materials in our Production Verbund via our biomass balance (BMB)¹ approach. We additionally use renewable energy in the production of NPG.

As drop-in solutions, our LowPCF and ZeroPCF products have the identical quality and properties as standard products. As a result, our customers can use them without having to adapt their existing processes. Customers can easily and efficiently reduce their Scope 3 emissions from purchased goods and increase the share of renewable raw materials in the value chain, thus contributing to the transition to a circular economy.

¹ The biomass balance approach allows fossil fuels to be replaced by renewable raw materials in BASF's Production Verbund. The amount of renewable feedstock is allocated to specific products using a third party-verified certification method. For more information on the mass balance approach, see [basf.com/massbalance](https://www.basf.com/massbalance)

Innovation



Baxxodur® EC 151 for ultra-low VOC flooring applications

BASF and Sika have jointly developed a new amine building block for curing epoxy resins, which is now commercially available under BASF's Baxxodur® EC 151 brand. This new development is particularly interesting for flooring applications, for example, in production plants, storage and assembly halls, as well as parking decks. Baxxodur® EC 151 gives epoxy resin flooring solutions a low viscosity and optimum flow properties. As a result, the coatings are easy to apply and spread evenly. Compared to conventional hardeners, significantly less thinner is required, and up to 90% less volatile organic compounds (VOCs) are released.¹ Baxxodur® EC 151 thus enables the production of ultra-low VOC formulations.

Market position and main competitors

The Intermediates division holds one of the top three market positions in all strategic business areas in which it is active.

The main competitors (alphabetical order) include Dairen, Dow, Eastman, Huntsman, Luxi, LyondellBasell and Wanhua.

Focus of research and development

The main aim of process innovation is to optimize existing production technologies and develop new, highly efficient processes that offer significant sustainability contributions and cost benefits.

Key capabilities

- World-scale plants based on leading process technology
- Competitive raw material sourcing and/or backward integration
- Operational, logistical as well as commercial excellence
- Strong market position with regional setup

Acquisitions/JVs/investments

From 2022 onward

Product group	Description	Year
Alkylethanolamines	Capacity expansion in Antwerp, Belgium	2024
Chlorofomates/acid chlorides	Modernization in Ludwigshafen, Germany	2026
2-Ethylhexanoic acid	Capacity expansion in Kuantan, Malaysia ¹	2024
Neopentyl glycol	New plant in Zhanjiang, China	2025
Propionic acid/ethanolamines/ethylethylamines	Capacity expansion in Nanjing, China ²	2023

¹ Operated in a fully consolidated joint venture with PETRONAS Chemicals Group Berhad
² Operated in a joint venture with Sinopec; the startup of the plant expansions for ethanolamines and ethyleneamines took place in early 2024.

Divestitures/shutdowns

From 2022 onward

Product group	Description	Year
Adipic acid, cyclododecanone (CDon) and cyclopentanone (CPon)	Closure of plants in Ludwigshafen, Germany	2025
o-Nitrotoluene (oNT) and o-toluidine (oT)	Closure of plants in Schwarzheide, Germany	2025
1,4-Butanediol (BDO)	Divestiture of shares in joint ventures in Korla, China, to Verde Chemical Singapore Pte. Ltd.	2025

Major nameplate capacities of BASF¹

Thousand metric tons per year

Product group	Capacity
Alkylamines	250
Butanediol equivalents	550
Ethanolamines and derivatives	530
Formic acid	305
Neopentyl glycol (Neol®)	255
PolyTHF®	350
Propionic acid	220
Specialty amines	>100

¹ All capacities are included at 100%, including plants belonging to joint operations and joint ventures.

¹ Based on emission measurements commissioned by Sika according to AgBB, Emicode M1 and LEED v4 with selected Sika products containing Baxxodur® EC 151, such as Sikafloor®-2640, as compared to equivalent products without Baxxodur® EC 151.

Materials

In terms of production capacity, our Materials segment is one of the world's leading suppliers of high-performance plastics as well as their precursors and home to the operating divisions Performance Materials and Monomers. With its broad portfolio of large-volume monomers and basic polymers in the isocyanate and polyamide value chains, the Monomers division follows a lean and cost-driven approach. The Performance Materials division offers innovative and customized solutions in engineering plastics, polyurethanes and thermoplastic polyurethanes, and generates value through cocreations with customers, particularly in the field of sustainability.

Divisions



Performance Materials

Polyurethanes, thermoplastic polyurethanes, engineering plastics and foam specialties for sectors such as the transportation, construction and consumer goods industries, as well as for industrial applications

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Monomers

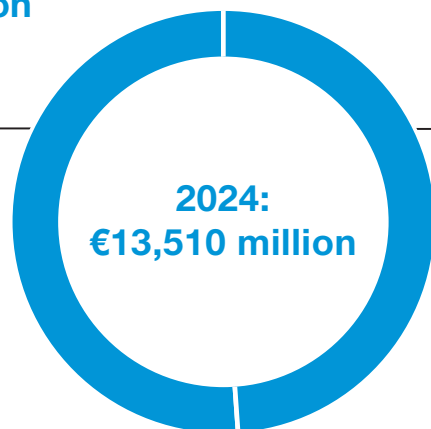
Isocyanates and polyamides as well as inorganic basic products and specialties for various sectors, including plastics, automotive and construction

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Materials

Sales by division

€6,848 million
Performance Materials
 Share of sales: 50.7%

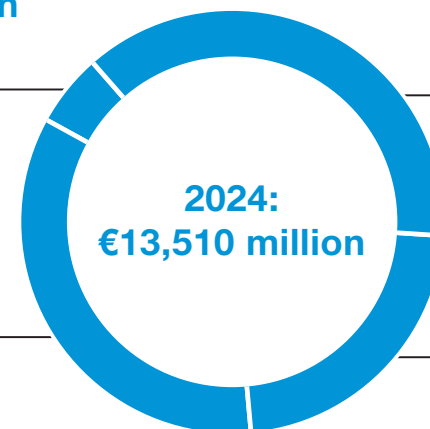


€6,661 million
Monomers
 Share of sales: 49.3%

Sales by region

By location of customer

5.4%
South America, Africa, Middle East



37.6%
Europe

34.5%
Asia Pacific

22.5%
North America

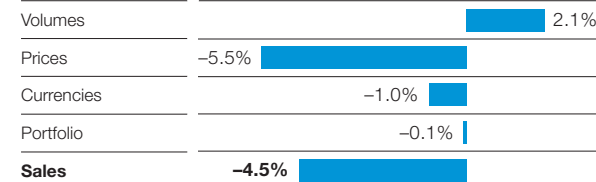
Segment data

Million €

	2024	2023	2022	2021	2020
Sales to third parties	13,510	14,149	18,443	15,214	10,736
Share of total BASF sales	% 20.7	20.5	21.1	19.4	18.2
of which Performance Materials	6,848	7,244	8,567	7,292	5,635
Monomers	6,661	6,905	9,877	7,922	5,101
Income from operations before depreciation, amortization and special items	1,805	1,650	2,686	3,208	1,714
EBITDA margin before special items	% 13.4	11.7	14.6	21.1	16.0
Income from operations before depreciation and amortization (EBITDA)	1,769	1,523	2,660	3,162	1,556
EBITDA margin	% 13.1	10.8	14.4	20.8	14.5
Income from operations (EBIT) before special items	987	826	1,840	2,418	835
Income from operations (EBIT)	939	378	1,776	2,345	-109
Segment cash flow	766	1,369	2,363	-	-

Factors influencing sales

2024 versus 2023



EBITDA before special items

Million €



Change: **€155 million**

Performance Materials

The Performance Materials division leads the transformation of the plastics industry by merging sustainability with a clear competitive edge. Our broad material competencies and extensive product portfolio, backed by deep industry knowledge and understanding, make us the ideal one-stop shop. With dedicated materials-focused teams and strong R&D power, we consistently deliver industry-leading technology and expertise to our customers worldwide. Our robust global network ensures a competitive advantage through superior innovations, regional proximity, and tailor-made solutions that meet local market demands. We are committed to enhancing performance and efficiency across sectors such as transportation, consumer goods, industrial applications, and construction.

Portfolio

Engineering plastics

Engineering plastics are used in numerous applications, such as automotive engineering, the electrical and electronics sectors, household appliances and precision technology as well as in medical technology. This product group includes Ultraform® based on polyoxymethylene (POM), Ultradur® based on polybutylene terephthalate (PBT) and Ultramid® based on polyamide (PA) and polyphthalamide (PPA).

Functional foams

Basotect® is a flexible open-cell functional foam made from melamine resin that is used for sound and thermal insulation in the construction and transportation industries and as a cleaning sponge in the consumer industry.

Polyurethanes

Polyurethane solutions make life more comfortable, safer and more pleasant, while helping to save energy. They contribute toward improved insulation of buildings and household appliances, light-weight design of cars and other consumer products. Several industry fields use the unique advantages of polyurethanes provided with the knowledge and experience of BASF's polyurethane experts worldwide. This product group includes PU (polyurethane) systems, TPU (thermoplastic polyurethanes) and MPU (microcellular polyurethane or Cellasto®) technologies.

Specialty plastics

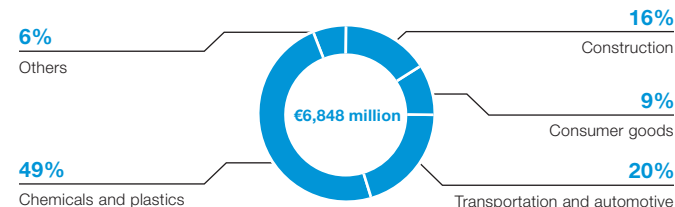
Specialty plastics include certified compostable and soil-biodegradable biopolymers, mainly used in various packaging applications and sold under the ecoflex® and ecovio® brands, as well as Ultrason®, a high-temperature plastic based on polyarylethersulfone (PPSU, PSU, PESU), mainly used for water filtration and household applications.

Market position and main competitors

The Performance Materials division holds one of the top three market positions in almost all strategic business areas in which it is active.

The main competitors (alphabetical order) include Celanese, Covestro, Dow, Envalior, Huntsman, Kingfa, Polyplastics, Syensqo and Wanhua.

Sales by direct customer industry 2024



Focus of research and development

Our focus is on all stages of the plastics journey: make, use and recycle. The make phase is about improving how plastics are made, from smarter product design to the choice of raw materials and the manufacturing process itself. In the use phase, we improve plastics' strengths such as light weight, robustness and thermal resistance. At the end of the product lifecycle, recycling is key to close the loop to achieve a circular economy. We are involved in the early stage of the product development and design in order to help our customers transform toward CO₂ neutrality.

Key capabilities

- Close collaboration with key customers in target industries worldwide
- Innovation in products, applications, processes and business models
- Technical, engineering and application competence
- Operational excellence ensuring reliability and consistent quality

Innovation



First running shoe midsole based on new biopolymer grade by BASF

Together with Mount to Coast, the specialist for ultrarunning and long-distance shoes, we have developed CircleCELL™, an innovative midsole. Based on BASF's new biopolymer ecoflex® BMB, this midsole is 90% more durable while showing the same energy return as midsoles made of polyether block amide (PEBA), a material widely used for performance running shoes. In ecoflex® BMB, fossil raw materials are replaced with renewable feedstock at the beginning of the production process. The renewable feedstock comes from organic waste and residual biomass and is attributed to the ecoflex® grade via a mass balance approach which is certified according to REDcert² and ISCC PLUS.

Acquisitions/JVs/investments

From 2022 onward

Product group	Description	Year
Cellasto®	Expansion of Cellasto® capacity in Shanghai, China	2025
	Expansion of Cellasto® capacity in Dahej, India	2025
Engineering plastics	New Ultramid® (PA) and Ultradur® (PBT) plants in Zhanjiang, China	2022
	Expansion of Ultramid® (PA) capacity in Gujarat, India	2022
	Expansion of Ultramid® (PA) and Ultradur® (PBT) in Pasir Gudang, Malaysia	2023
Polyurethanes	New TPU plant in Zhanjiang, China	2023

Divestitures/shutdowns

From 2022 onward

Product group	Description	Year
Engineering plastics	Closure of Ultramid® compounding site in Leuna, Germany	2022
Functional foams	Sale of Neopolen® business to Knauf Industries	2023

Major nameplate capacities of BASF¹

Thousand metric tons per year

Product group	Capacity
Engineering plastics	930

¹ All capacities are included at 100%, including plants belonging to joint operations and joint ventures.

Monomers

The Monomers division supplies a broad portfolio of large-volume monomers, basic polymers and inorganic chemicals. Major products include MDI (methylene diphenyl diisocyanate), TDI (toluene diisocyanate), propylene oxide, caprolactam, adipic acid, HMD (hexamethylenediamine), ammonia, polyamide 6 and 6.6, nitric acid, sulfur and chlorine products, inorganic salts, urea, glues and impregnating resins. The products are used in a broad spectrum of industries, such as automotive, furniture, construction, woodworking, food, pharmaceuticals, feed, solar, packaging and textiles. By providing a circular or low product carbon footprint (PCF) option in every major product line, the Monomers division is in a key position to drive the sustainable transformation of the various industries it serves.

Portfolio

Ammonia-based chemicals

In the ammonia value chain, BASF provides ammonia, urea and AdBlue®. The production of liquid CO₂ is also part of this value chain.

Ammonia is a key component in BASF's production Verbund. It is an important raw material for urea as well as many other products such as nitric acid, amines and isocyanates. BASF uses urea as a raw material to produce both glues and AdBlue®, a high purity urea solution that is used in trucks and passenger cars to reduce NOx emissions from diesel engines.

BASF offers various biomass-balanced (BMB) options within its ammonia value chain, including ammonia anhydrous BMBcert™, ammonia solution 24.5% BMBcert™, urea prills BMBcert™, urea solution 40% BMBcert™ and urea solution 45% BMBcert™.

Glues and impregnating resins

BASF is the inventor of Kaurit® and Kauramin® glues, two well-known brands in the wood-working industry. For both products, BASF offers a LowPCF option produced with renewable electricity as well as a biomass balance option based on biomethane and renewable electricity. BASF's glues and impregnating resins can be used for different types of panel boards and laminated flooring. The portfolio encompasses liquid and powder glues specifically developed to produce a broad range of wood-based materials that meet low-emission standards. Powder glues are also used in other industries, for example, to produce clutch linings in vehicles. BASF's impregnating resins have been designed for the treatment of various papers, including overlay, counterbalance and decor papers for the flooring or furniture industry.

Inorganic chemicals

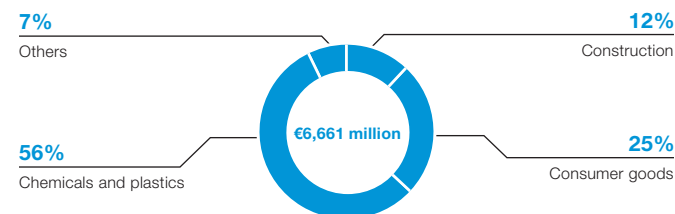
Inorganic chemicals are mainly used as precursors for plastics, amines and other high-value chemicals. The product portfolio ranges from basic chemicals to inorganic salts and includes ammonium salts, caustic soda, chlorine, nitric acid, standard alcoholates and sulfuric acid.

BASF is one of the leading suppliers of sodium nitrate (a component for storage media for solar thermal power applications), sodium methylate (a catalyst and reactant for the production of biodiesel and in the pharma and agricultural industry) and a variety of inorganic salts for different industries such as food, feed, textiles and paper.

Isocyanates and propylene oxide

BASF is a world leader in isocyanates, which are key components to produce soft or rigid foams. The company's isocyanate portfolio offers customers a broad range of MDI and TDI grades. MDI is a versatile isocyanate for the production of flexible foams as well as semi-rigid and rigid polyurethane plastics. Its primary applications are construction, consumer appliances, automotive components and shoe soles. TDI is an isocyanate used primarily in the manufacturing of flexible foams. Its main applications include mattresses and cushions for furniture and automotive seating.

Sales by direct customer industry 2024



Propylene oxide is the main raw material for polyether polyols. Polyols are – together with isocyanates – the second key component for polyurethane foams. Other applications for propylene oxide are propylene glycols, surfactants and amines.

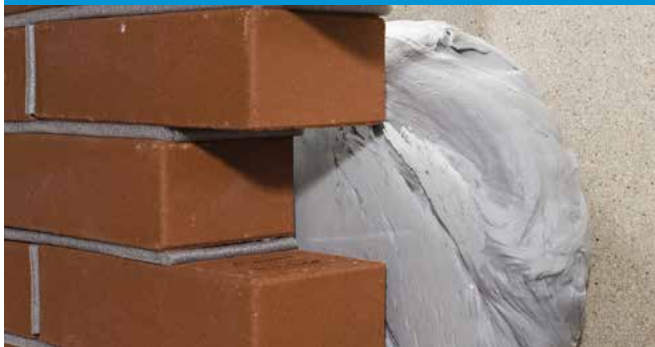
Polyamides and precursors

BASF is the world's leading supplier of high-quality polyamides, with the trade name Ultramid®, and polyamide precursors such as caprolactam, HMD and adipic acid. BASF offers a wide product range of polyamides for injection molding and extrusion. The product range includes polyamide 6 grades (Ultramid® B), polyamide 6.6 grades (Ultramid® A), special grades based on copolyamides (Ultramid® C) as well as Ultramid® Ccycled®, which is produced using recycled plastic waste or end-of-life tires and biomass-balanced Ultramid® derived from renewable raw materials.

Polyamides from BASF are the materials of choice for many applications:

- Engineering plastics: Ultramid® is used to produce molding compounds. Due to their outstanding properties, the various Ultramid® grades have become indispensable in almost all fields of engineering for the most varied components and machine parts for the automotive industry, as high-quality electrical insulating materials and for many special applications.

Innovation



Cavior® clay foam for building insulation

With Cavior®, BASF has developed the world's first clay foam solution for energetic optimization of buildings. The unique in-situ foam system consists of three water-based components and air. It combines the advantages of a mineral-based insulation material with the simple, safe and clean applicability of a foam system. It is non-combustible, recyclable, easy to process, and its water-based components can be handled completely dust- and fiber-free. When a Cavior®-insulated building is demolished at the end of its lifetime, the foam can be disposed of together with construction waste or reused as foundation material. In addition, waste foam can be reused by replacing up to 10% of raw materials in production of new Cavior® components.

- **Films for food packaging:** Ultramid® is especially well-suited for the packaging sector due to its high strength, outstanding thermoformability, high thermal stability and very good barrier properties toward gases, especially oxygen, flavors and aromas.
- **Textiles:** With loopamid®, BASF offers a polyamide 6 that is entirely made from textile waste, thus closing the loop for polyamide 6 garments. Additionally, BASF's variety of polyamide 6 grades for textiles enable the manufacturing of superior quality textiles, e.g., for swimwear and high-tech outdoor garments as well as high-end polyamide carpets and technical fiber applications.

Market position and main competitors

The Monomers division holds one of the top three market positions in around three-quarters of the strategic business areas in which it is active.

The main competitors (alphabetical order) include AdvanSix, Ascend, Covestro, Dow, Envalor, Grupa Azoty, Huntsman, Ube and Wanhua.

Focus of research and development

R&D efforts are focused on process innovation to optimize the division's large asset base as well as the development of new products and applications to support the green transformation of the various customer industries it serves.

Key capabilities

- World-scale plants based on leading process technology
- Competitive raw material sourcing and backward integration
- Operational, logistical as well as commercial excellence
- Strong market position with regional setup

Acquisitions/JVs/investments

From 2022 onward

Product group	Description	Year
Alcoholates	New alcoholates plant in Ludwigshafen, Germany	2027
HMD	New world-scale plant in Chalampé, France	2024
MDI	Expansion of production in Geismar, Louisiana (staggered investment approach)	2020–2026
Polyamide 6.6	BASF intends to take over DOMO Chemicals' 49% share in the Alsachimie joint venture in Chalampé, France, to gain full ownership	2025

Divestitures/shutdowns

From 2022 onward

Product group	Description	Year
Adipic acid value chain	Closure of the adipic acid plant, the plant for the precursors cyclohexanol and cyclohexanone, and the soda ash plant in Ludwigshafen, Germany	2023–2025
Ammonia value chain	Closure of one of two ammonia plants, the melamine plant and the ammonium sulfate nitrate fertilizer plant in Ludwigshafen, Germany	2023
	Closure of the caprolactam plant in Ludwigshafen, Germany	2023–2026
TDI	Closure of the TDI complex in Ludwigshafen, Germany	2023

Major nameplate capacities of BASF¹

Thousand metric tons per year

Product group	Capacity
Adipic acid	620
Ammonia	1,370
Caprolactam	600
Chlorine	495
Isocyanates	2,400
Polyamides 6 and 6.6	885
Propylene oxide	675
Sulfuric acid	920
Urea	545

¹ All capacities are included at 100%, including plants belonging to joint operations and joint ventures.

Industrial Solutions

The Industrial Solutions segment consists of the Dispersions & Resins and the Performance Chemicals divisions. It develops and markets ingredients and additives for industrial applications, such as polymer dispersions, resins, additives, electronic materials, antioxidants and catalysts. We aim to grow organically in key industries, such as paints and coatings, construction, electronic materials, chemicals, plastics and adhesives, paper coatings, automotive as well as energy and resources, and expand our market position by leveraging our comprehensive industry expertise and application know-how.

Divisions



Dispersions & Resins

Raw materials used to formulate products in the coatings, construction, paper, printing and packaging, adhesives and electronics industries

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Performance Chemicals

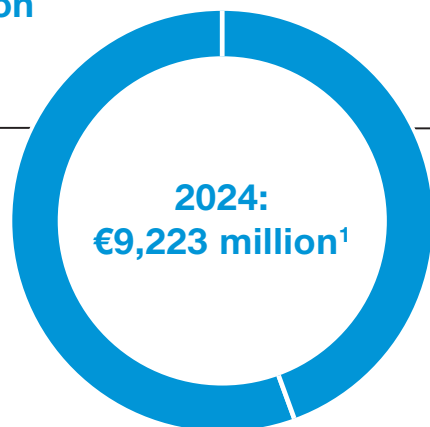
Customized products for various customer industries such as chemicals, plastics and rubber, automotive, utilities and energy and mining

 page 49

Industrial Solutions

Sales by division

€5,110 million
Dispersions & Resins
Share of sales: 55.4%

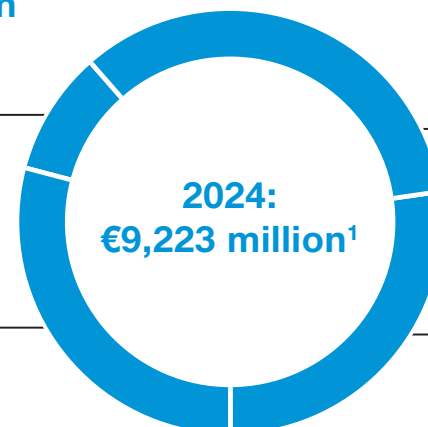


€4,114 million¹
Performance Chemicals
Share of sales: 44.6%

Sales by region

By location of customer

9.3%
South America, Africa,
Middle East



34.2%
Europe

29.1%
Asia Pacific

27.4%
North America

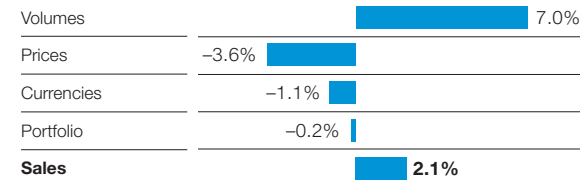
Segment data

Million €

	2024 ¹	2023	2022	2021	2020
Sales to third parties	9,223	8,010	9,992	8,876	7,644
Share of total BASF sales	% 14.1	11.6	11.4	11.3	12.9
of which Dispersions & Resins	5,110	4,921	6,019	5,681	4,869
Performance Chemicals	4,114	3,088	3,973	3,195	2,775
Income from operations before depreciation, amortization and special items	1,437	965	1,437	1,343	1,189
EBITDA margin before special items	% 15.6	12.0	14.4	15.1	15.6
Income from operations before depreciation and amortization (EBITDA)	1,412	1,010	1,443	1,344	1,099
EBITDA margin	% 15.3	12.6	14.4	15.1	14.4
Income from operations (EBIT) before special items	994	625	1,091	1,006	822
Income from operations (EBIT)	959	660	1,097	965	630
Segment cash flow	1,102	1,292	852	-	-

Factors influencing sales²

2024 versus 2023



EBITDA before special items

Million €



¹ The chemical and refining catalysts business, which was previously reported as part of the Catalysts division, is part of the Performance Chemicals division since January 1, 2025. The figures for 2024 have been restated accordingly.

² Figures as reported in the BASF Report 2024, not restated

Dispersions & Resins

The Dispersions & Resins division is the leading global supplier of raw materials used in formulations for a number of industries and applications, including coatings, construction, paper, printing and packaging, adhesives and electronics. Our portfolio encompasses dispersions, resins and a broad range of additives, such as performance and formulation additives as well as electronic materials. We put a strong emphasis on environmentally friendly systems, such as low-VOC (volatile organic compound) water-based coatings.

Portfolio

Additives

BASF offers a broad range of performance and formulation additives that significantly improve the quality and performance of paints and coatings. We are a market leader for performance additives, particularly in light stabilizers. Light stabilizers protect paint films against degradation and several undesirable effects, including changes in appearance from long-term exposure to UV radiation. Our formulation additives offer solutions in the range of defoamers, dispersing agents, film-forming agents, rheology modifiers as well as wetting agents and surface modifiers to improve the properties of coatings. Our unique portfolio is based on a broad technology platform and helps performance-driven products meet the latest and most stringent environmental regulations.

Dispersions

Polymer dispersions are water-based systems used in formulations for adhesives, sealants, architectural coatings, paper coatings, construction and fiber bonding materials. Our strength lies in our backward integration into acrylics, strong technical expertise and application know-how. In addition, our worldwide presence is a key advantage in serving our global customer base.

Electronic materials

BASF delivers fully customized solutions for next-generation semiconductor and display manufacturing processes and metal systems. Our portfolio includes ultra-pure process chemicals, advanced materials for semiconductor manufacturing, high-end formulations for displays as well as products for injection molding and metal systems. We provide reliable services and innovative solutions to customers in the fast-paced electronics industry.

Resins

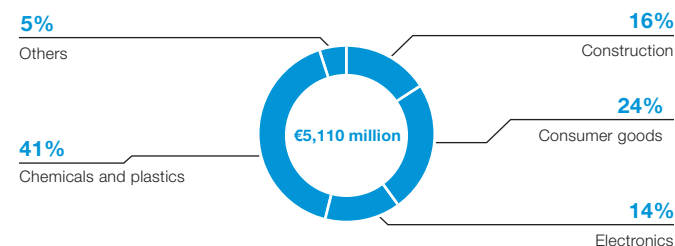
Resins are film-forming components used in industrial, automotive and wood coatings as well as in printing and packaging for ink formulations and barrier coatings. The product portfolio includes water-based resins, acrylic oligomers, polyisocyanates, amino resins, aldehyde resins and high-solid polyols. Our portfolio offers customers a wide range of water-based technologies that fulfill regulatory requirements regarding volatile organic compounds.

Market position and main competitors

The Dispersions & Resins division holds one of the top three market positions in more than 80% of the strategic business areas in which it is active.

The main competitors (alphabetical order) include Allhex, Altana, Covestro, Dow, DuPont, Entegris, Evonik, Merck, Synthomer and Trinseo.

Sales by direct customer industry 2024



Focus of research and development

We invest in research and development to create innovative, differentiating and more sustainable products and solutions. Our innovations allow our customers to offer environmentally friendly solutions with dispersions for applications in the coatings, printing, adhesives and construction industries. In addition, customers benefit from new and improved resins and formulation additives, which enable them to upgrade the performance of their product portfolio. In electronic materials, the focus is on developing innovative solutions for the electronics industries, for example, for semiconductors. We advance digital and automation solutions in our laboratory environment to optimize our efficiency.

Key capabilities

- Leading technology and cost position enable consistent product quality, reliability and competitiveness
- Comprehensive portfolio of raw materials for coatings, printing and packaging inks, adhesives and construction materials
- Strong technical and application know-how, professional service, close to our customers
- Key chemical materials enabler for the semiconductor industry
- Global production footprint close to relevant markets

Innovation



Cleaning mixtures without PFAS components for semiconductor manufacturing

BASF provides cleaning solutions for semiconductor manufacturing that combine excellent residue removal and sustainability. In response to the increasing demand for products using PFAS alternatives, BASF reformulated its FOTOPUR® R solutions for leading edge chip processes – 5nm, 3nm, and 2nm technology nodes. The new formulations achieve comparable performance without intentionally added PFAS components but may nonetheless contain traces of PFAS as an impurity.

Acquisitions/JVs/investments

From 2022 onward

Product group	Description	Year
Additives	Capacity expansion in Dilovasi, Turkey	2023
	Capacity expansion in Nanjing, China	2025
Dispersions	Capacity expansion in Dahej, India	2022
	Capacity expansion in Merak, Indonesia	2023
	Production line optimization in Huizhou and Zhenjian, China	2023
	Capacity expansion in Huizhou, China	2024
Electronic materials	New semiconductor-grade sulfuric acid plant in Ludwigshafen, Germany	2027
	Capacity expansion in Jiaxing, China	2023
Resins	New plant in Mangalore, India	2023
	Capacity expansion in Heerenveen, Netherlands	2024

Divestitures/shutdowns

From 2022 onward

Product group	Description	Year
Additives	Divestiture of plant in Quincy, Florida	2022

Major production sites

BASF's dispersions, resins, additives and electronic materials are produced at more than 60 plants worldwide. Our most important sites for each product group are listed below.

Product group	Site
Additives	Appleton, Wisconsin; Bradford, UK; Heerenveen, Netherlands; Nanjing, China; Schweizerhalle, Switzerland
Dispersions	Bradford, UK; Cengkareng, Indonesia; Chattanooga, Tennessee; Dagang, Huizhou and Shanghai, China; Dahej, India; Dilovasi, Turkey; Freeport, Texas; Guaratinguetá, Brazil; Ludwigshafen, Germany; Mangalore, India; Monaca, Pennsylvania; Pasir Gudang, Malaysia; Tarragona, Spain
Electronic materials	Jiaxing, China; Kuan Yin and Taichung, Taiwan; Ludwigshafen, Germany; Schweizerhalle, Switzerland; Yeosu, South Korea
Resins	Heerenveen, Netherlands; Ludwigshafen and Schwarzhede, Germany; Shanghai, China; Wyandotte, Michigan

Performance Chemicals

As an innovative partner, the Performance Chemicals division offers chemicals for various customer industries and applications such as plastics, automotive, refineries, lubricants, oilfield and mining. Our highly qualified and experienced team has outstanding market knowledge. Together with our innovation platform and application know-how, this ensures BASF's technological competence and allows us to provide our customers with excellent solutions.

Portfolio

Chemical catalysts and adsorbents

BASF is a leading global manufacturer of catalysts for the chemical industry, with solutions across the chemical value chain. The business comprises chemical catalysts, adsorbent solutions and custom catalysts. Priority is given to developing new and improved products that enable the chemical industry transformation to net-zero emissions.

Fuel and lubricant solutions

BASF is one of the leading suppliers of formulations and components for the global automotive and mineral oil industries. Our portfolio includes:

- Brake fluids and engine coolants
- Fuel additives, lubricant additives and additive packages, base stocks, lubricants
- Low, medium and high molecular weight polyisobutene (PIB)

Mining solutions

BASF's mining solutions business offers a diverse range of mineral processing and hydrometallurgical chemistries and technologies to improve process efficiencies and the economic extraction of valuable resources. Our offer includes reagents and process technologies focusing on applications such as leaching, solvent extraction and flotation.

Oilfield chemicals

Based on industry-leading technical expertise, we offer a wide range of sustainable solutions and high-quality products that help our customers develop efficient formulations for the oil and gas industry. Our product portfolio includes:

- Chemicals for drilling, cementing and stimulation for the completion of production wells
- Additives for continuous and cost-efficient production of oil and gas
- Next-generation surfactants and polymers designed to support enhanced oil recovery (EOR) operations

Plastic additives

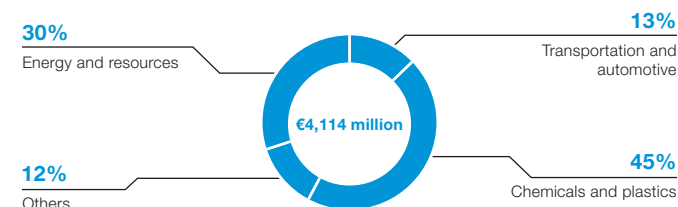
BASF is the globally leading supplier for stabilizers and additive blends to the plastics and rubber industries. The product range includes high-performance light and thermal stabilizers, antioxidants, process stabilizers, UV absorbers and other specialty additives for those industries. We continuously analyze, assess and actively improve our portfolio toward solutions which make a larger contribution to sustainability. The main fields of application are:

- Automotive
- Agricultural films
- Construction materials
- Electrical and electronics
- Fibers and tapes
- Mechanical recycling
- Packaging and consumer goods

Refining catalysts

BASF is a provider of novel catalysts for the petroleum refining industry, offering tailored fluid catalytic cracking (FCC) catalyst and additive solutions based on its customers' specific needs. With a strong focus on customer-driven research and development, BASF continuously innovates its portfolio of FCC refining catalysts, creating new technologies that enhance operational efficiency and profitability in the refining industry.

Sales by direct customer industry 2024¹



¹ The chemical and refining catalysts business, which was previously reported as part of the Catalysts division, is part of the Performance Chemicals division since January 1, 2025. The figures for 2024 have been restated accordingly.

Market position and main competitors

The Performance Chemicals division holds one of the top three market positions in almost all of the strategic business areas in which it is active.

The main competitors (alphabetical order) include Afton, Clariant, Ketjen, Lanxess, Songwon, Suqian Unitech, Syensqo and W.R. Grace.

Focus of research and development

Developing solutions together with our customers and ensuring technology leadership to improve our cost position are crucial to the success of Performance Chemicals. By leveraging the breadth of our competencies, we develop products that help improve the performance of our customers' products and processes. We utilize advances in data analytics, modelling and automation to accelerate development and enable faster implementation of innovations. With sustainability as a key growth driver for our businesses, we focus our innovation pipeline on solutions that will enable the transformations in the end markets. Important fields are resource efficiency, emissions reduction and the circular economy.

Key capabilities

- Industry-leading innovation platform and application know-how
- Customer proximity and market focus
- Technological competence to provide excellent solutions to our customers
- Continuous improvements in cost competitiveness in production

Major production sites

Product group	Site
Chemical catalysts and adsorbents	Elyria, Ohio; Ludwigshafen and Nienburg, Germany; Rome, Italy; Seneca, South Carolina; Shanghai, China; Vidalia, Louisiana
Fuel and lubricant solutions	Antwerp, Belgium; Cincinnati, Ohio; Dahej, India; Geismar, Louisiana; Guaratinguetá, Brazil; Kaisten, Switzerland; Kuantan, Malaysia; Lampertheim and Ludwigshafen, Germany; McIntosh, Alabama; Meaux, France; Nanjing and Shanghai, China; Puebla, Mexico; Singapore
Mining solutions	Cork, Ireland; Guaratinguetá and Jacarei, Brazil; Ludwigshafen, Germany
Oilfield chemicals	Lerma, Mexico; Tarragona, Spain; Trostberg, Germany
Plastic additives	Kaisten, Switzerland; Lampertheim, Germany; Manama, Bahrain; McIntosh, Alabama; Pontecchio Marconi, Italy; Puebla, Mexico; Shanghai, China; Singapore
Refinery catalysts	Attapulugus, Edgar and Savannah, Georgia

Acquisitions/JVs/investments

From 2022 onward

Product group	Description	Year
Chemical catalysts and adsorbents	Construction of global Catalyst Development and Solids Processing Center in Ludwigshafen, Germany	2024
	Construction of additional production capacity for X3D® catalyst shaping technology in Ludwigshafen, Germany	2025
Fuel and lubricant solutions	Capacity expansion for synthetic ester base stocks in Jinshan, China	2022
	New fuel performance additives plant in Shanghai, China	2022
Plastic additives	Capacity expansion for Irganox® 1010 in Singapore	2022
	Capacity expansion for hindered amine light stabilizers (HALS) in Pontecchio Marconi, Italy, and Lampertheim, Germany	2024

Divestitures/shutdowns

From 2022 onward

Product group	Description	Year
Kaolin minerals	Sale of kaolin minerals business to KaMin LLC. / CADAM S.A. (KaMin)	2022
Mining solutions	Divestiture of flocculants business for mining applications to Solenis	2024

Innovation



Successful MOF scale-up offers significant opportunities for CO₂ reduction

Metal-organic frameworks (MOFs) are highly crystalline structures with nanometer-sized pores and a large surface area. One gram of MOF material can have a surface area equivalent to that of a football field. This structure offers a high adsorption capacity for various gases, including carbon dioxide, moisture, and methane. MOFs can be used in carbon capture and removal applications, helping to significantly reduce carbon emissions in various industrial sectors including hydrogen, pulp and paper, cement, steel, aluminum and chemicals. In collaboration with Svante Technologies Inc., a Canadian provider of carbon capture and removal solutions, BASF has become the first company to successfully produce MOFs on a commercial scale for carbon capture.

Nutrition & Care

The Nutrition & Care segment consists of the Care Chemicals and the Nutrition & Health divisions. This segment serves the growing demands of the food and feed industries and of pharmaceutical, cosmetics, detergent and cleaner producers as well as the ever-increasing requirements of fast-moving consumer goods. We leverage the BASF Verbund to offer innovative products, combining application performance with beneficial sustainability profiles. We strive to expand our position as a leading provider of essential ingredients in the areas of nutrition, home and personal care, mainly through organic growth. We focus on growth markets, positioning ourselves as the preferred partner for the green and digital transformation of our customers.

Divisions



Care Chemicals

Ingredients for the cosmetics, detergents and cleaning industries, agrochemical and technical applications

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Nutrition & Health

Products for the food and feed, flavor and fragrance as well as pharmaceutical industries

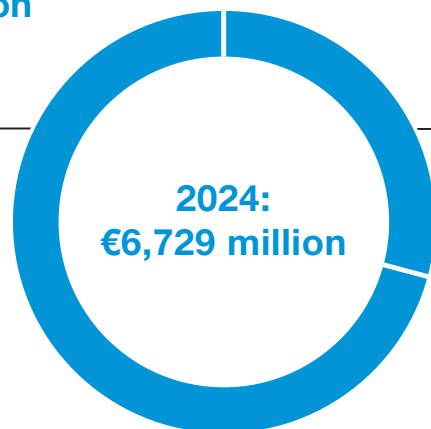
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Nutrition & Care

Sales by division

€4,751 million

Care Chemicals
Share of sales: 70.6%



€1,978 million

Nutrition & Health
Share of sales: 29.4%

Sales by region

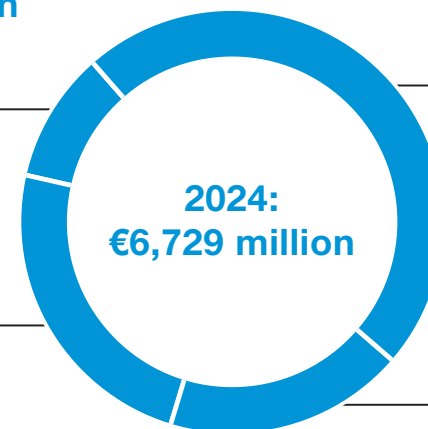
By location of customer

10.0%

**South America, Africa,
Middle East**

23.8%

Asia Pacific



47.8%

Europe

18.4%

North America

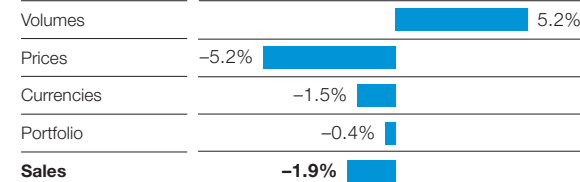
Segment data

Million €

	2024	2023	2022	2021	2020
Sales to third parties	6,729	6,858	8,066	6,442	6,019
Share of total BASF sales	% 10.3	10.0	9.2	8.2	10.2
of which Care Chemicals	4,751	4,721	5,619	4,439	3,989
Nutrition & Health	1,978	2,137	2,447	2,003	2,030
Income from operations before depreciation, amortization and special items	814	565	1,067	909	1,190
EBITDA margin before special items	% 12.1	8.2	13.2	14.1	19.8
Income from operations before depreciation and amortization (EBITDA)	819	578	1,055	967	1,152
EBITDA margin	% 12.2	8.4	13.1	15.0	19.1
Income from operations (EBIT) before special items	273	107	618	497	773
Income from operations (EBIT)	220	119	605	554	688
Segment cash flow	-31	503	-99	-	-

Factors influencing sales

2024 versus 2023



EBITDA before special items

Million €



Care Chemicals

BASF's Care Chemicals division is a globally leading supplier to the cosmetics, detergents and cleaning industries. We also offer solutions for technical applications and crop protection. Together with our customers, we create innovative solutions to meet the current and future needs of society more sustainably. We contribute to the long-term success of our customers' brands with a broad range of products and concepts via our global network of production and development sites.

Portfolio

Home care and industrial & institutional cleaning

We develop, produce and market a wide range of ingredients for the global detergents and cleaners industry. As the innovation leader in this market, we offer choices to our customers by providing a broad portfolio to successfully cater to today's and tomorrow's market needs, always considering the changing regulatory requirements. Our strong and integrated global production footprint, combined with a state-of-the-art R&D base and in-depth market and application expertise, drives our unique value proposition. This makes us the partner of choice for formulators of efficient, convenient, sustainable and safe-to-use cleaning products. Our portfolio, which is constantly being further developed, includes surfactants, enzymes, performance boosters, polymers, chelating agents, biocides, optical effect products, stabilizers and methanesulfonic acid.

Personal care

We envision a future where sustainability and scientific innovation are at the core of every product. Fueled by the expertise and passion of our teams, we embrace agility and proactively address the rapidly evolving desires and needs of consumers in the industry. Our commitment goes beyond individual products. We collaborate with partners across the ecosystem, leveraging our extensive portfolio and scientific expertise to deliver innovative and sustainable ingredients solutions to our customers, considering the entire value chain. Our broad personal care portfolio includes actives, bioactives, emollients, emulsifiers, polymers, surfactants and UV filters. We are committed to being a valued partner for the industry, focusing on market knowledge, scientific innovation and sustainable solutions.

Industrial formulators

We develop and commercialize a broad portfolio of processing aids, differentiating additives and surface-active building blocks for a wide range of industrial applications and further downstream processing. With our formulation know-how and understanding of the physico-chemical properties of our products, we enable customer-specific solutions. In addition, we market an extensive portfolio of performance enhancers to crop protection and plant nutrition companies.

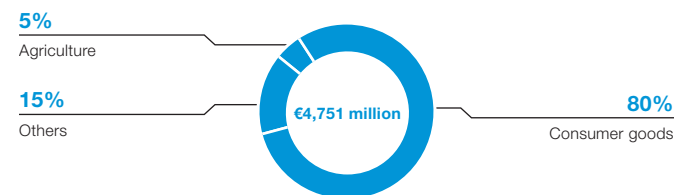
Our product portfolio includes dispersants, emulsifiers, surface modifiers, solvents, chelating agents, biocides, micronutrients and methanesulfonic acid.

Market position and main competitors

The Care Chemicals division holds one of the top three market positions in all strategic business areas in which it is active.

The main competitors (alphabetical order) include Clariant, Croda, Dow, Evonik, Sasol, Stepan, Syensqo and Zanyu.

Sales by direct customer industry 2024



Focus of research and development

We are committed to delivering innovative and sustainable products and solutions in close collaboration with customers in our core markets, with a strong focus on bio-based and biodegradable ingredients. With process innovation in our core technologies, we target continuous capacity and yield improvement to ensure competitiveness and reduce carbon footprints. We systematically identify and establish new technologies to best support our customers in driving innovation for end consumers.

Key capabilities

- Strong global production footprint close to our customers, also in emerging markets
- Differentiated portfolio with innovative products that combine performance with sustainability through BASF's global R&D network
- State-of-the-art formulation technologies

Acquisitions/JVs/investments

From 2022 onward

Product group	Description	Year
Alkoxylates	Capacity expansion in Antwerp, Belgium	2023
	Capacity expansion in Ludwigshafen, Germany	2024
Alkylpolyglucosides (APG)	Expansion of global capacities in Bangpakong, Thailand, and Cincinnati, Ohio	2025–2026
Enzymes	Investment in production setup for bacterial enzymes and biotechnology products, Kundl/Schaftenau, Austria	2024
Methanesulfonic acid	Capacity expansion in Ludwigshafen, Germany	2022
Optical brighteners	Capacity expansion in Monthey, Switzerland	2022
UV filters	New plant in Jinshan, China	2023

Major nameplate capacities of BASF¹

Thousand metric tons per year

Product group	Location	Capacity
Anionic surfactants	Europe, North America, South America, Asia Pacific	550
Chelating agents	Europe, North America, South America	170
Methanesulfonic acid	Europe	50
Nonionic surfactants	Europe, North America, Asia Pacific	800

¹ All capacities are included 100%, including plants belonging to joint operations and joint ventures.



Sokalan® CP 301: Readily biodegradable dispersant with excellent performance

Supporting our customers' transition toward improved sustainability in agriculture is essential. BASF is therefore proactively developing new products that anticipate future regulations. With Sokalan® CP 301, BASF has launched the world's first readily biodegradable dispersant for crop protection formulations. Dispersants are used as additives in formulations to ensure the homogenous distribution of active ingredients, preventing particle aggregation and thus enhancing both formulation stability and efficacy. Sokalan® CP 301 also delivers excellent performance, even with challenging active ingredients, making it the ideal choice for agricultural applications.

Nutrition & Health

BASF's Nutrition & Health division develops, produces and markets ingredients for the nutrition and health industries. Our products fulfill the highest safety, regulatory and sustainability standards. Together with our customers, we play an active part in enhancing the nutrition and health of consumers all over the world.

Portfolio

Aroma ingredients

BASF is a leading supplier of high-quality and innovative aroma ingredients for the flavor and fragrance industry. We offer a wide variety of aroma ingredients, such as L-menthol, geraniol, citronellol and linalool, which are part of our citral value chain. Our broad portfolio also includes renewable-based natural ingredients under the Isobionics® brand. We are committed to a sustainable future by providing aroma products with a significant sustainability contribution. Our offers focus on a reduced product carbon footprint and include upcycled and renewable alternatives via BASF's biomass balance approach. Our aroma ingredients are sold to the flavor and fragrance industry for use mainly in home and personal care products, in fine fragrances and in the food industry. Our global production network – comprising world-scale plants in Ludwigshafen, Germany; Kuantan, Malaysia; as well as one currently under construction in Zhanjiang, China – puts us in a unique position to ensure the highest level of supply reliability.

Nutrition ingredients

BASF is one of the leading suppliers of feed additives for livestock and companion animals. With decades of experience in the feed sector, in development, production and application, we place particular importance on delivering the highest quality for the benefit of humans and animals alike. Our focus is on supplying the feed industry with highly effective products like vitamins A and E, carotenoids,

enzymes and organic acids. We offer our customers ingredients that reduce greenhouse gas emissions and improve resource efficiency as well as animal wellbeing.

Our ingredients for human nutrition comprise high-quality vitamins, such as vitamin A, E, B₂ and carotenoids as well as food and health performance ingredients, such as plant sterols or conjugated linoleic acids. They show performance excellence in a variety of applications in strategic market segments such as functional nutrition, dietary supplements, colorants for food and beverages as well as pharmaceutical applications. For specific vitamin A and E products, we offer product carbon footprints (PCFs) that are at least 20% better than the global market average.¹ In our food fortification initiative, our health ingredients help fortify staple foods to combat micronutrient deficiencies across the world.

Pharma solutions

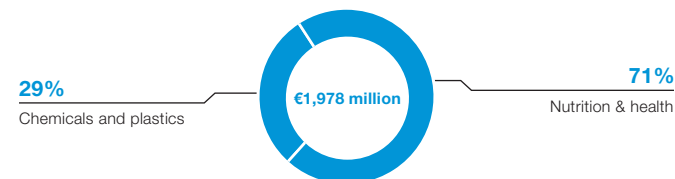
In pharma solutions, we produce innovative excipients and active ingredients of outstanding quality and performance. Our portfolio comprises not only functional excipients, but also active pharmaceutical ingredients and nutritional ingredients. We offer a diverse range of ibuprofen and omega-3 grades, in addition to other actives including L-menthol, PVP-iodine, azelaic acid and dexpanthenol.

With digital solutions such as the Virtual Pharma Assistants and a global team of industry experts, BASF supports its customers in developing efficient, cost-effective and reliable formulations. Equipped with an in-depth understanding of multiple technologies and applications, we have the knowledge and resources to make biologics and drug manufacturing as well as delivery safer and more sustainable.

Market position and main competitors

The Nutrition & Health division holds one of the top three market positions in all strategic business areas in which it is active.

Sales by direct customer industry 2024



The main competitors (alphabetical order) include Ashland, Croda, DSM-Firmenich, Evonik, IFF, NHU and ZMC.

Focus of research and development

Together with our customers and partners, we continuously innovate. Our focus is to achieve long-term cost leadership through incremental process improvements, aiming at formulation excellence that enables cost, quality and regulatory targets to be met. Additionally, we combine product innovations and digital services that increase efficiency throughout the development process.

Key capabilities

- Cost leadership through integration into the Verbund
- Value-driven innovation to support customer needs
- Deep understanding of the nutrition and health market
- High expertise in a complex regulatory environment
- Sustainability and quality management

¹ Data source BASF's product carbon footprints: BASF's Strategic CO₂ Transparency Tool (SCOTT), July 2023; Data sources for producers: BASF own estimations on bill of materials and energies (in-house technology and business intelligence experts); market average weighted – based on nameplate capacities without BASF; stating >20% reflects safety buffer to account for degrees of freedom in ISO methods.

Major nameplate capacities of BASF¹

Thousand metric tons per year

Product group	Location	Capacity
Citral	Europe, Asia Pacific	78

¹ All capacities are included 100%, including plants belonging to joint operations and joint ventures

Acquisitions/JVs/investments

From 2022 onward

Product group	Description	Year
Animal nutrition	Startup of new world-scale vitamin A formulation plant in Ludwigshafen, Germany	2023
Aroma ingredients	New world-scale citral plant in Zhanjiang, China	2026
	New menthol and linalool plants in Ludwigshafen, Germany	2026

Divestitures/shutdowns

From 2022 onward

Product group	Description	Year
Human nutrition	BASF has signed a binding agreement to sell its Food and Health Performance Ingredients business, including the production site in Illertissen, Germany, to Louis Dreyfus Company (LDC).	2024

Major production sites

Product group	Site
Animal nutrition	Gunsan, South Korea; Ludwigshafen, Germany; Shenyang, China
Aroma ingredients	Geleen, Netherlands; Kuantan, Malaysia; Ludwigshafen, Germany
Human nutrition	Ballerup, Denmark; Boussens, France; Cheltenham, Hutt Lagoon and Whyalla, Australia; Gunsan, South Korea; Illertissen and Ludwigshafen, Germany
Pharma solutions	Bishop, Texas; Callanish, United Kingdom; Sandefjord, Norway

Innovation



© Schaller & Partner/BASF

Our new flavor expands the flavorist palette to a new level

The flavor ingredient Isobionics® Natural *beta*-Caryophyllene 80 is produced from renewable resources using cutting-edge biotechnology. Produced at very high concentration using fermentation technology, it can be found not only in citrus essential oils, but also in several other natural oils, such as ylang-ylang, black pepper, clove, guava, thyme, rosemary, peppermint, eucalyptus, cinnamon, lavender and sage. This natural product uses only renewable raw materials. Due to the fermentation process, it is independent of harvest conditions, seasonality and free of agricultural residues. It is compliant with E.U. and U.S. food grade regulations.

Surface Technologies

Since January 2025, the Surface Technologies segment comprises the Coatings, Battery Materials and Environmental Catalyst and Metal Solutions divisions. Its portfolio includes automotive OEM and refinish coatings, surface treatment, catalysts, battery materials as well as precious metals and base metal services for the automotive and chemical industries. We improve our customers' applications and processes with tailored products, technologies and solutions, and support them through geographical proximity across all regions. The aim is to drive BASF's growth by leveraging our portfolio of technologies and existing customer networks and expanding our position as a leading and innovative provider of surface coatings solutions and battery materials.

Divisions



Coatings

Automotive OEM coatings, automotive refinish coatings and services, decorative paints, surface-applied treatments for metal, plastic and glass substrates for a wide range of industries

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Battery Materials

Advanced cathode active materials (CAM) for lithium-ion batteries suitable for all battery applications, precursors, base metals sourcing and management, battery recycling solutions

 page 61



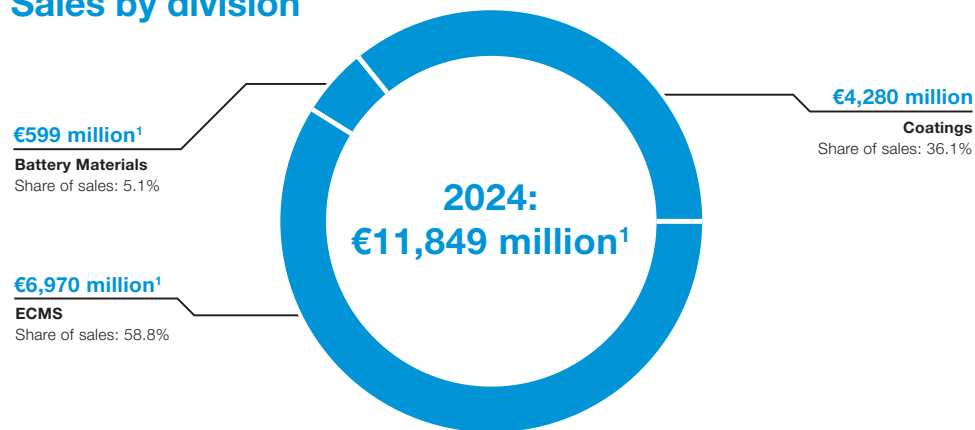
Environmental Catalyst and Metal Solutions (ECMS)

Mobile emissions catalysts, precious metal trading and recycling, precious metal chemicals, temperature sensing, clean air technologies, solutions for hydrogen value chain

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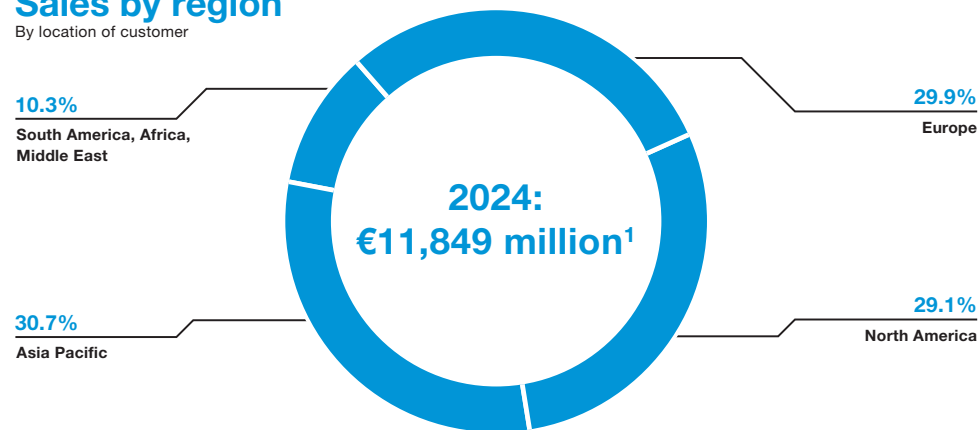
Surface Technologies

Sales by division



Sales by region

By location of customer



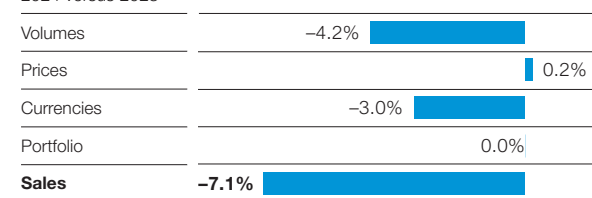
Segment data

Million €

	2024 ¹	2023	2022	2021	2020
Sales to third parties	11,849	16,204	21,283	22,659	16,659
Share of total BASF sales	% 18.2	23.5	24.4	28.8	28.2
of which Coatings	4,280	4,387	4,220	3,440	3,089
Battery Materials	599	-	-	-	-
ECMS	6,970	-	-	-	-
Adjusted sales to third parties ^{1,2}	6,603	8,626	8,947	6,933	-
Income from operations before depreciation, amortization and special items	1,099	1,520	1,464	1,277	966
EBITDA margin before special items	% 9.3	9.4	6.9	5.6	5.8
Adjusted EBITDA margin before special items ²	% 16.6	17.6	16.4	18.4	-
Income from operations before depreciation and amortization (EBITDA)	887	1,351	1,264	1,243	900
EBITDA margin	% 7.5	8.3	5.9	5.5	5.4
Income from operations (EBIT) before special items	603	938	902	800	484
Income from operations (EBIT)	-157	366	612	761	-587
Segment cash flow	691	1,488	61	-	-

Factors influencing sales^{1,2}

2024 versus 2023



EBITDA before special items

Million €



¹ The former Catalysts division has been split into two business units Battery Materials and ECMS, which were established as independent divisions as of January 1, 2025. In addition, the chemical and refining catalysts business, which was previously reported as part of the Catalysts division, is part of the Performance Chemicals division since January 1, 2025. The figures for 2024 have been restated accordingly.

² Adjusted figures excluding sales in precious metal trading and precious metal sales in the automotive catalysts business have been reported since 2021.

Coatings

BASF's Coatings division offers innovative and ecologically viable solutions for the automotive industry, including both the original equipment manufacturer (OEM) and refinish markets, as well as surface treatment solutions for a variety of markets. BASF also develops and markets decorative paints in Brazil for interior and exterior use in residential and commercial buildings. We combine protection and aesthetics with eco-efficiency in tailor-made products and processes.

Portfolio

Automotive OEM coatings solutions

BASF provides complete automotive coatings solutions, including a product portfolio of:

- E-coats
- Primers
- Basecoats
- Clearcoats

In addition to offering extensive technical support, BASF is a valued innovation and design partner for nearly all leading automotive manufacturers worldwide.

Automotive refinish coatings solutions

For the refinishing of passenger cars and trucks, BASF offers top-coat and undercoat materials sold under the global premium brands Glasurit® and R-M® as well as the value-for-money brands baslac®, LIMCO®, Norbin® and Yinfan®, which are sold to paint distributors and automotive repair shops. BASF is a leader in the fields of water-borne coatings and high-solid systems, enhanced by value-added services and tools for end users.

Decorative paints

For interior and exterior use in buildings, BASF offers decorative paints, marketed, for example, under the premium brand Suvinil®, which is one of Brazil's best-known brands. In February 2025, BASF and Sherwin-Williams signed an agreement on the sale of the Brazilian decorative paints business. The divestiture is expected to close in the second half of 2025, subject to the approval of the relevant competition authority.

Surface treatment solutions

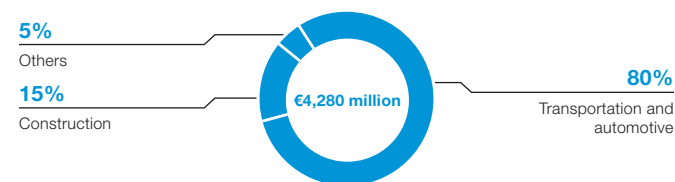
BASF is a globally leading solution provider for applied surface treatment. Under the Chemetall brand, BASF offers customized technology and system solutions to protect metals from corrosion, facilitate forming and machining, allow parts to be optimally prepared for the painting process and ensure proper coating adhesion. These products are used in a wide range of industries and markets, such as automotive, aerospace, aluminum finishing and metal forming.

Market position and main competitors

The Coatings division holds one of the top three market positions in all strategic business areas in which it is active.

The main competitors (alphabetical order) include AkzoNobel, Axalta, Henkel, Kansai Paint, Nippon Paint, PPG and Sherwin-Williams.

Sales by direct customer industry 2024



Global annual light vehicle production is projected to remain rather flat over the next years. BASF is well-positioned due to its diverse customer base, global presence, and comprehensive solutions for various powertrain concepts.

Focus of research and development

Our innovation efforts for the automotive industry are focused on close partnerships with our customers in order to formulate, for instance, new coatings solutions for integrated processes and unique eco-efficient coatings. Additional research topics include improved products for new technology markets, such as functional films and environmentally friendly applications.

Key capabilities of BASF

- Innovative long-term cooperation with leading OEM customers
- Technical on-site support at customer locations, creating additional value and long-term relationships
- Services and tools within the automotive industry to deal with color complexity
- Leveraging strong market position and application know-how from mature markets into growing markets
- Global production and market presence

Major production sites

BASF Coatings manufactures its products at around 40 sites worldwide. The most important sites are listed below.

Product group	Site
Automotive OEM	Greenville, Ohio; Guadalajara, Spain; Münster, Germany; Shanghai, China; Tultitlán, Mexico
Decorative paints	Demarchi and Jaboatão, Brazil
Refinish	Clermont de l'Oise, France; Jiangmen, China; Münster, Germany; Windsor, Canada
Surface treatment	Blackman Township, Michigan; Canovelles, Spain; Çayirova-Kocaeli, Turkey; Guissano, Italy; Langelsheim, Germany; Sens, France; Pune, India; Shanghai, China

Acquisitions/JVs/investments

from 2022 onward

Product group	Description	Year
Automotive OEM	Expansion of e-coat production in Greenville, Ohio	2022
	Upgrade of e-coat application center in Münster, Germany	2023
	Application center upgrade in Guadalajara, Spain	2023
	Site expansion in Minhang, China	2023
	Further resin capacity expansion in Caojing, China	2024
	Capacity expansion for OEM coatings in Würzburg, Germany	2025
	Construction of a production plant for more sustainable OEM coatings in Münster, Germany	2025
Refinish	New laboratory facility in Münster, Germany	2022
	Capacity expansion in Jiangmen, China	2022
Surface treatment	New filling and packaging lines in Münster, Germany	2023
	Global aluminum competence center in Giussano, Italy	2024

Divestitures/shutdowns

From 2022 onward

Product group	Description	Year
Decorative paints	BASF and Sherwin-Williams have signed an agreement on the sale of the Brazilian decorative paints business	2025

Innovation



Eco-efficient automotive refinish coatings

BASF offers the refinish industry's most advanced basecoat lines Glasurit® 100 Line and R-M® AGILIS, thus increasing the efficiency of body shops and significantly lowers the overall environmental impact. The innovative formulation reduces CO₂ emissions and helps save energy with shorter process times. With the lowest level of volatile organic compounds (VOCs) at less than 250g/l, the basecoat systems exceed all global VOC requirements.

Battery Materials

BASF's Battery Materials division is a global leader in advanced cathode active materials (CAM) for lithium-ion batteries. We empower the world's leading cell manufacturers and OEM platforms with high-performance solutions tailored to their needs. In addition, our portfolio includes precursors, base metals sourcing and management as well as battery recycling solutions. By leveraging our industry-leading R&D platform and passion for innovation, we develop unique, proprietary solutions that drive customer success and support the transition towards electromobility. Through our global production and R&D footprint across key regions, we ensure a reliable supply of high-quality materials and localized support for our partners, allowing us to better serve our customers worldwide.

Portfolio

Cathode active materials (CAM)

Cathode active materials are the heart of a lithium-ion battery. Within the electrified powertrain, they provide the greatest level of differentiation and comprise the largest material value.

Our innovative and proprietary know-how allows for customization of the optimal CAM dedicated for specific application segments and customer needs. Our broad product portfolio includes

- Materials with high capacity or fast-charging capabilities
- Technically high-performing materials for high-end applications
- Materials to maximize battery lifetime
- Materials with a customized balance of energy, power, lifetime and costs

Thanks to our broad portfolio, we offer materials suitable for all battery cell applications, including light-duty vehicles, heavy-duty vehicles, stationary energy storage, consumer electronics, e-bikes or e-scooters, medical devices or power tools as well as aerospace, aviation and marine applications.

Battery recycling

Battery recycling allows valuable materials contained in end-of-life batteries and production scrap to be recovered and reintegrated into the production cycle. Recycling reduces the dependency on primary mining resources as well as emission of greenhouse gases, while establishing a local supply of key raw materials.

Based on our extensive knowledge of the electric vehicle industry and our unparalleled expertise in the chemical industry, we have developed comprehensive solutions for battery recycling. We are thus able to cover all steps along the entire battery recycling value chain, from logistics to discharging and dismantling, as well as black mass production and refining, leveraging our strong partner network.

Metals management

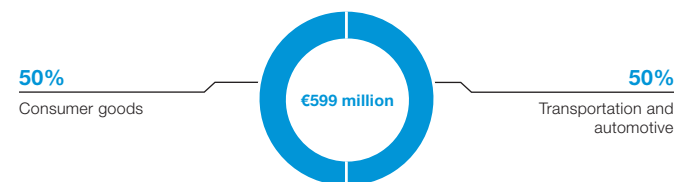
Raw material security and metal risk management solutions are essential to enable a successful battery business. BASF provides metal management services to customers to manage their risks more effectively. We offer a full range of services, including ensuring security of supply through global sourcing and recycling footprints, effective price risk management, liquidity management through trading, global end-to-end optimization of metal flow, supply and inventory management or fixed and index-based pricing mechanisms and forward hedges. We have also established a responsible sourcing management framework to enable low CO₂ footprints and a strong ESG performance.

Market position and main competitors

The Battery Materials division holds one of the top five market positions in all strategic business areas in which it operates.

The main competitors (alphabetical order) include Easpring, EcoPro BM, Huayou, LG Chem, Posco Future M, Ronbay and Umicore.

Sales by direct customer industry 2024



Focus of research and development

Our innovation strategy for battery materials focuses on three key areas:

- We develop high-performance CAM for lithium-ion battery technologies. This enables our customers to optimize their battery cells in terms of cost, stability, sustainability and safety.
- We create advanced solutions for the recycling of lithium-ion batteries. In doing so, we not only enhance sustainability, but also improve long-term raw material security.
- We explore new materials and production technologies to ensure our future readiness. This includes researching CAM for solid-state batteries, sodium-ion batteries, and innovative materials that minimize the use of costly and scarce metals such as nickel and cobalt.

Through our global R&D setup, we collaborate with customers across different regions, maintain proximity to production plants and foster partnerships with leading academic and technological institutions worldwide.

Key capabilities of BASF

- Broad and innovative product portfolio
- Customer proximity, with especially strong position in Europe and Asia
- Operational excellence in production
- Global R&D footprint
- Base metals expertise

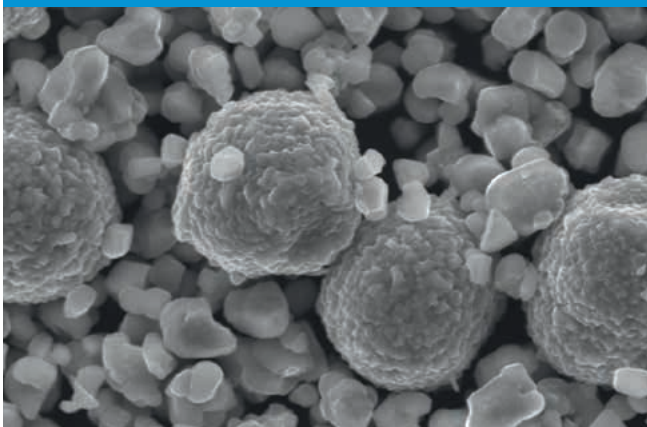
Acquisitions/JVs/investments

From 2022 onward

Product group	Description	Year
Battery materials	CAM capacity expansion at the joint venture BASF Shanshan in Chansha, China	2023
	PCAM manufacturing plant in Harjavalta, Finland	– ¹
	CAM manufacturing plant in Schwarzheide, Germany	2023
	Battery recycling prototype plant in Schwarzheide, Germany	2024
	CAM capacity expansion at the joint venture BASF TODA in Onoda, Japan	2024
	Black mass recycling plant in Schwarzheide, Germany	2024

¹ The startup date of the plant depends on the outcome of a potential investment decision by BASF, following the granted permit.

Innovation



Lithium manganese oxide (LMO) and nickel cobalt manganese (NCM) blends

BASF has developed innovative LMO/NCM blends that combine the best features of both materials to enhance battery performance. LMO is known for its cost-effectiveness and ease of manufacturing, while NCM offers high energy density and excellent cycle life. By mixing these materials, BASF achieves a unique balance of cost and performance, making such blends suitable for low-cost automotive applications. The LMO/NCM blends provide fast charging capabilities, high recycling potential, and improved low-temperature performance compared to traditional LFP (lithium iron phosphate) and LMFP (lithium manganese iron phosphate) batteries. These blends are designed to be a drop-in solution for existing battery manufacturing processes, allowing for seamless integration and flexibility in meeting the diverse demands of the electric vehicle market. BASF is currently collaborating with various partners in the battery value chain to bring LMO/NCM material blends to the market in the coming years.

Environmental Catalyst and Metal Solutions

BASF's Environmental Catalyst and Metal Solutions (ECMS) division is a global market leader in mobile emissions catalysts and precious metals trading, recycling and related products and services. Leveraging its deep expertise, ECMS serves customers in many industries including light and heavy-duty automotive, aerospace and the hydrogen economy, and provides full loop services with its precious metals trading and recycling offering.

Portfolio

Mobile emissions catalysts

The mobile emissions catalysts business unit provides innovative and cost-effective technologies that control emissions from gasoline and diesel-powered passenger cars, trucks, buses, off-road vehicles and motorcycles. The unit also offers technologies to improve cabin air quality in airplanes. ECMS is the preferred development partner for our customers, with manufacturing sites, research and development labs and sales offices located in all major regions.

Leading OEMs rely on ECMS to ensure they can meet increasingly stringent current and upcoming emissions regulations implemented throughout the world. ECMS catalysts used in exhaust aftertreatment systems of gasoline vehicles remove critical pollutants like hydrocarbons, carbon monoxide and nitrogen oxides as well as particulate matter. ECMS diesel engine catalysts remove particulates and other pollutants from diesel engine exhaust.

The business is backward-integrated into zeolite production and partners with key suppliers around the globe to ensure security of supply.

ECMS is also a leading supplier of ozone removal systems for many aircraft. The technology reduces harmful ozone and volatile organic compounds in aircraft cabin air. This improves air quality and odors

from sources such as jet fuel, lubricant leaks and on-ground maintenance activities.

Precious metal services and recycling

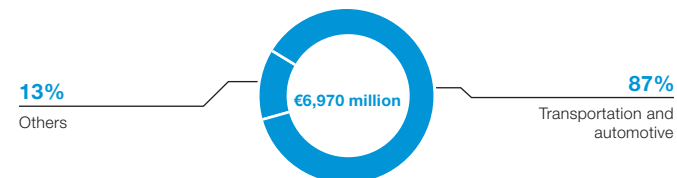
This business unit has in-depth knowledge and vast experience in the field of end-to-end metals management. ECMS offers automotive and industrial customers "full loop" services ranging from precious metal supply and recycling to financial risk management. Its full loop offering begins with ensuring security of supply through our global recycling business as well as sustainable sourcing of precious metals via relationships with mining companies. Additionally, the business has precious metals trading offices in the United States, United Kingdom, Japan and China that provide metal sourcing and price risk management services for our global customer network and for mobile emissions catalysts and other BASF units.

Through ECMS recycling operations, precious metals are recovered from spent catalyst and scrap materials, providing the business with an additional level of secondary supply that can be used to meet its own needs for platinum group metals (PGM) and those of customers. Recycled metal comes at a significantly lower carbon footprint than primary mined metal, supporting decarbonization of the supply chain. Customers looking to reduce their carbon footprint can purchase 100% recycled metal under the brand name Verdium™.

ECMS also operates a temperature sensing business that serves a wide range of industries, providing accurate and precise measurement of mission critical temperatures.

Additionally, the division supports the growing green hydrogen economy with circular solutions that improve performance and reduce costs for proton exchange membrane (PEM) electrolysis and fuel cells. ECMS offers catalyst coated membranes (CCMs) that support PEM electrolyzers for hydrogen production, fuel cell catalysts that utilize hydrogen to produce electricity with only water as a by-product, and innovative Celtec® membrane electrode assemblies (MEAs) that enable high-temperature PEM fuel cell technology.

Sales by direct customer industry 2024



Market position and main competitors

ECMS holds one of the top three market positions in all strategic business areas in which it is active.

The main competitors (alphabetical order) include Cataler, Heraeus, Johnson Matthey, Sibanye-Stillwater, Tanaka, Techemet and Umicore.

Focus of research and development

For mobile emissions catalysts, the focus is on total cost of ownership and providing improved, cost-competitive products to meet future vehicle emission standards.

Precious metal services and recycling is developing next-generation electrocatalysts and catalyst coated membranes to improve performance and reduce cost for proton exchange membrane (PEM) electrolyzers and fuel cells. This includes partnering with component producers in the hydrogen market for PEM electrolysis and fuel cells to ensure a capital efficient structure and flexibility to respond to market growth.

Key capabilities

- Global R&D footprint with technology leadership in mobile emissions catalysts
- Full loop recycling capabilities to support the net-zero transition in the mobility and energy sectors, and offer significant future growth opportunities
- Professional metals management, including sourcing, trading, handling (supply chain and physical inventory management), pricing and risk management to ensure sustainable and secure metal supply
- Global production footprint with manufacturing facilities in all key markets
- Operational excellence in catalyst production and precious metals management

Acquisitions/JVs/investments

From 2022 onward

Product group	Description	Year
Mobile emissions catalysts	Capacity expansion in Chennai, India	2022
Precious metal services	Construction of production facility for green hydrogen and fuel cell components in Budenheim, Germany	2024
	Refinery capacity expansion in Seneca, South Carolina	2022
	Acquisition of Arc Metal AB in Hofors, Sweden	2024

Divestitures/shutdowns

From 2022 onward

Product group	Description	Year
Precious metal services	Closure of BASF HERAEUS (China) Metal Resource Co., Ltd., Pinghu, China	2026

Innovation



New BASF VOC2.0™ catalyst technology available on Airbus A320 fleet

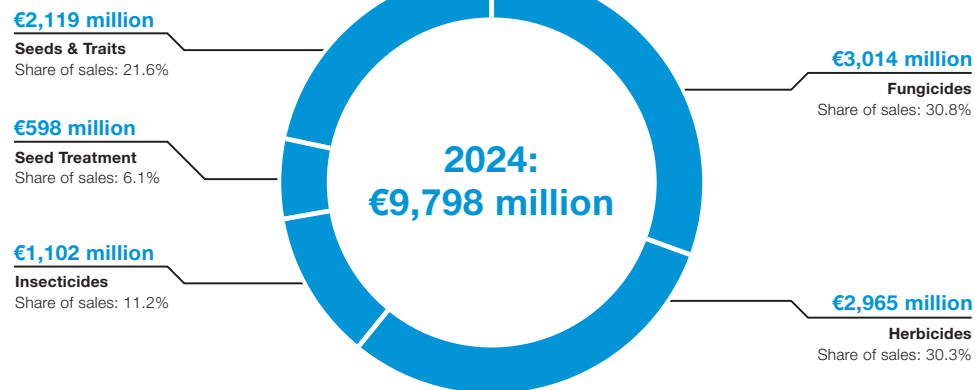
A new volatile organic compound/ozone converter (VOZC™) technology from ECMS is available for installation on Airbus' A320 family of aircraft. This technology provides a sustainable and cost-effective way for airlines to mitigate fume events and minimize maintenance related to odor events. In addition to improving aircraft operational reliability, the new technology offers passengers and crew one of the cleanest cabin air solutions available today. VOZC offers a step-change improvement by removing more than 90% of the most odorous VOCs – such as valeric acid – in the bleed air entering the cabin. Unlike alternative options in the market, ECMS VOZCs are proven to clean air of ozone and VOCs and they can last for thousands of flights before needing routine service.

Agricultural Solutions

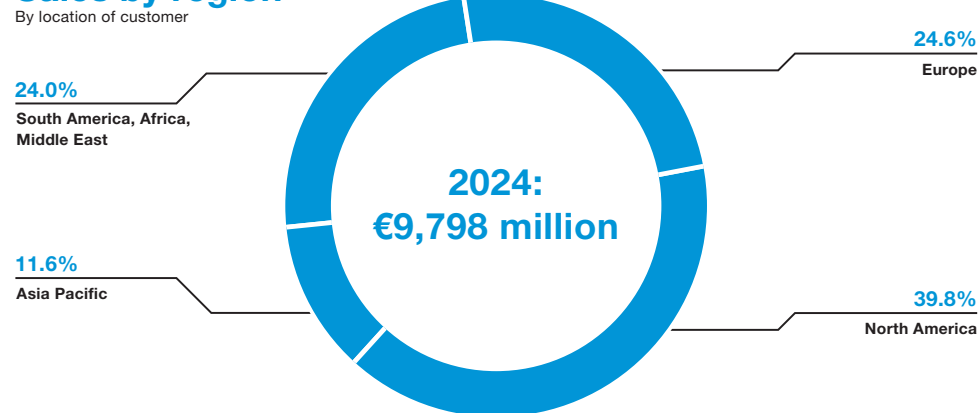
In the Agricultural Solutions segment, we aim to further strengthen our market position as a leading provider of innovative solutions in the agricultural industry. Our product portfolio is designed for different crop systems. We connect seeds and traits, seed treatment products, biological and chemical crop protection products, digital tools and our commitment to sustainability to deliver the best possible outcomes for farmers, growers and our other stakeholders along the value chain. Our strategy is based on innovation-driven organic growth and targeted portfolio enhancement and expansion through collaborations and acquisitions. Customer needs, societal expectations and reduced environmental impact are what motivate us to innovate. Our innovation pipeline has a peak sales potential of more than €7.5 billion for products launched by 2034.

Agricultural Solutions

Sales by indication



Sales by region



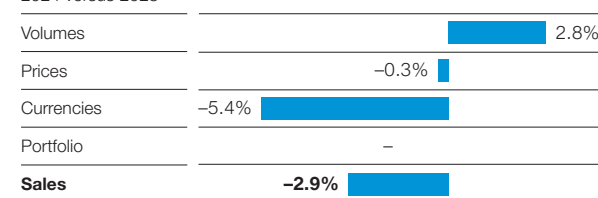
Segment data

Million €

	2024	2023	2022	2021	2020
Sales to third parties	9,798	10,092	10,280	8,162	7,660
Share of total BASF sales	% 15.0	14.6	11.8	10.4	13.0
Income from operations before depreciation, amortization and special items	1,938	2,270	1,928	1,375	1,680
EBITDA margin before special items	% 19.8	22.5	18.8	16.8	21.9
Income from operations before depreciation and amortization (EBITDA)	1,659	2,177	1,922	1,358	1,582
EBITDA margin	% 16.9	21.6	18.7	16.6	20.7
Income from operations (EBIT) before special items	1,270	1,563	1,220	715	970
Income from operations (EBIT)	984	1,131	1,221	696	582
Segment cash flow	1,861	1,746	179	-	-

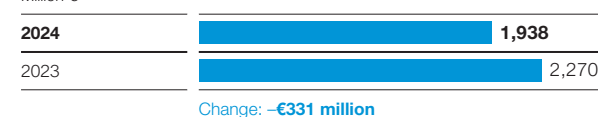
Factors influencing sales

2024 versus 2023



EBITDA before special items

Million €



Agricultural Solutions

The goal of efficient farming is to provide healthy and affordable food globally to a rapidly growing world population with an increasing demand for food, feed, fibers and energy. At the same time, farmers must reduce their environmental impact as natural resources are limited. We support them in achieving this and strive to contribute to build a sustainable future for agriculture by connecting innovation, customers and society.

Portfolio

Digital farming

With products from xarvio® Digital Farming Solutions, we enable precision farming and help farmers globally optimize crop yield using fewer natural resources and crop inputs.

- xarvio® FIELD MANAGER, a crop optimization platform, provides tailored, field-specific agronomic advice to help farmers use inputs at the right time, place and in the right amount to improve yield, profit, efficiency and sustainability.

Field crop seeds & traits

Bringing high-yield-potential germplasm, advanced trait technologies and continuous innovation addressing the current and future needs of farmers:

- A strong seed brand portfolio that delivers high-quality seed germplasms via high-performing hybrids and varieties that adapt to the growing conditions of local farmers. The portfolio includes InVigor® canola (oilseed rape), FiberMax® cotton, Stoneville® cotton, Credenz® soybean, Lidero® rice and InSun™ sunflower seed.
- From herbicide tolerance to insect resistance and agronomic trait technologies, our traits help crops realize their full potential. The portfolio includes pod shatter reduction technology, LibertyLink®, GlyTol®, TwinLink®, TwinLink® Plus, Clearfield® Production System

and Provisia® Rice System. The newest traits are Axant™ Flex and Seletio® herbicide trait packages for cotton.

Fungicides

Conducting pioneering research to find new active ingredients and provide our customers with new options to control fungal diseases:

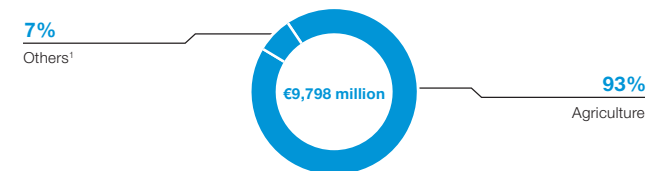
- Revysol® meets the highest level of regulatory standards and offers outstanding biological performance against difficult-to-control pathogens in specialty and row crops. The active ingredient has received registrations in all regions. Revysol®-based products have been introduced globally in all major crops.
- Xemium® is a key component of BASF's fungicides portfolio due to its broad-spectrum disease control. It has excellent mobility in the plant and long-lasting residual action. Xemium® is available in more than 80 countries for roughly 150 different crops.

Herbicides

Reducing competition from weeds secures yield and harvest quality, enabling no-till farming practices:

- Luximo®, with no known cross-resistance, provides soil residual control against a broad range of grasses in cereal crops.
- Tirexor® is a PPO-inhibiting herbicide (protoporphyrinogen IX oxidase) for controlling weeds currently resistant to other PPO inhibitors, effective burndown of broadleaf weeds and suppression of annual ryegrass. Voraxor® harnesses the combined strength of Tirexor® and Kixor®, allowing the two potent PPO active ingredients to provide growers with a powerful, new weed control tool.
- Kixor CS® utilizes a patented, and breakthrough solid encapsulation technology to control tough broadleaf weeds beyond pre-emergence to early post. Surtain™, powered by Kixor CS®, offers growers a wide application window with control or suppression of 79 key broadleaf and grass weeds.

Sales by direct customer industry 2024



¹ Aquaculture, forestry, home and garden, industrial weed control, ornamentals, public health, turf, urban pest control

Insecticides

Combating insect pests in agriculture and beyond:

- Prexio® Active is a new insecticide active ingredient designed specifically to manage all four rice hopper pest species and has no known cross-resistance to market standards.
- Axalion® Active is a new class of chemistry with a novel mode of action.
- Inscalis®¹ offers an alternative mode of action for the control of piercing and sucking insects in row and specialty crops as well as ornamentals.
- Broflanilide,² with a novel mode of action, is highly efficacious against chewing pests in specialty and row crops. It also combats ants, cockroaches and flies in the professional pest management market.

Seed treatment

Biological and chemical products, functional coatings and colorants to improve seed performance:

- Poncho® Votivo® is a systemic insecticide and biological seed treatment to control insect pests and protect against soil plant pathogenic nematodes.
- ILEVO® seed treatment for soybeans provides broad-spectrum nematode protection against soybean sudden death syndrome and cyst nematode, two of the top yield robbers.

¹ Co-developed with Meiji Seika Pharma Co. Ltd

² Co-developed with Mitsui Chemicals Agro, Inc.

- Teraxxa® is the only seed treatment for cereals that eliminates wireworms by interfering with nerve signal communication.
- Sepiret® delivers performance and industry-leading sustainability with microplastic-free seed coatings.

Vegetable seeds

We develop solutions for growers to produce high-quality vegetables more efficiently and sustainably through breeding and partnerships across the value chain. Under the Nunhems® brand, BASF offers a diverse range of over 1,200 vegetable varieties sourced from 20 different crops.

- Our commitment to disease resistance is exemplified by the early introduction of resistant varieties for the Tomato Brown Rugose Fruit Virus (ToBRFV), achieved through accelerated development using innovative breeding practices like indoor farming and marker technology. This proactive approach ensures that plants and fruits remain symptomless and marketable, providing reliable revenue for growers.
- The development of the first iceberg lettuce variety that is well-suited for mechanical harvesting is an example of BASF's focus on varietal breeding to tackle grower challenges like availability and cost of labor. Additionally, the Flexiton leek variety reduces cleaning costs for growers by up to 20%.

Market position and main competitors

The Agricultural Solutions division holds one of the top four market positions in almost all of the strategic business areas in which it is active.

The main competitors (alphabetical order) include Bayer, Corteva, FMC, Syngenta and UPL.

Focus of research and development

Our innovation pipeline has a peak sales potential of more than €7.5 billion for products and solutions launched by 2034.

These include novel solutions for seeds, traits, crop protection and digital products tailored to farmers' needs by region and crop system. The industry's first commercial biotechnology trait to control nematodes is in development as well as multiple novel weed control solutions, including a new PPO herbicide with a corresponding herbicide tolerance gene.

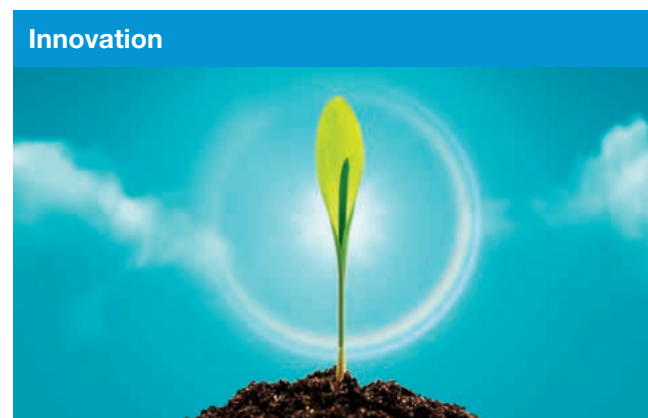
Key capabilities

- Strong customer orientation with a comprehensive offer for strategic crop systems: soy, corn (maize) and cotton in the Americas; wheat, canola (oilseed rape) and sunflower in North America and Europe; rice in Asia; and fruit and vegetables globally
- Strengthened R&D pipeline for sustainable agriculture helping farmers balance environmental and economic challenges as well as meeting consumer demand for more sustainably produced food
- Stringent patent management
- Innovative digital farming solutions

Selected acquisitions/JVs/investments/divestitures

From 2022 onward

Product group	Description	Year
Crop protection/active ingredients	New fermentation plant for biological and biotechnology-based crop protection products (Germany)	2025
	Closure of glufosinate-ammonium production network in Frankfurt and Knapsack (Germany)	2025
Digital farming	Acquisition of Horta S.r.l. (Italy)	2022
Formulation capacities	New formulation facility (Singapore)	2022
Seeds	Acquisition of melon breeding company ASL (France)	2023



Axalion® Active: Redefining sustainable insect control

Axalion® Active is the first active ingredient from the BASF R&D pipeline in the pursuit of redefining modern, sustainable pest control by balancing outstanding efficacy with beneficial safety. Through a new class of chemistry with a novel mode of action, Axalion provides long-lasting control of a broad spectrum of piercing and sucking pests, including whiteflies and aphids, while working harmoniously with beneficials and the environment when applied according to the label.

Other

Activities that are not allocated to any of the divisions are recorded under Other. These include commodity trading, engineering and other services, as well as rental income and leases. Discontinued operations and certain activities remaining after divestitures are also reported here.

The following activities and transactions are presented under Other:

- Cross-divisional corporate research working on long-term topics and technologies of strategic importance to the BASF Group.
- The BASF Group's steering by corporate headquarters.
- Other businesses which include commodity trading, engineering and other services, as well as rental income and leases. In addition, discontinued operations and certain activities remaining after divestitures as well as remanent fixed costs resulting from organizational changes or restructuring that are not allocated to the operating divisions are reported here.
- Foreign currency results not allocated to the segments and measurement effects from the hedging of raw materials price and foreign currency exchange risks as well as gains and losses from the long-term incentive programs (LTI programs).
- Trade with renewable energies as well as the activities of the Net Zero Accelerator unit, in which cross-company projects to achieve climate protection targets were bundled until December 31, 2024.
- Idle capacity costs from internal human resource platforms as well as consolidation effects that cannot be allocated to a division.

Financial data – Other¹

Million €

	2024	2023	+/-
Sales	3,312	3,220	2.8%
Income from operations before depreciation, amortization and special items	-578	-466	-24.0%
of which costs for cross-divisional corporate research	-183	-227	19.4%
costs of corporate headquarters	-232	-222	-4.4%
other businesses	171	200	-14.6%
miscellaneous income and expenses	-334	-218	-53.6%
Income from operations before depreciation and amortization (EBITDA)	-1,179	-626	-88.5%
Depreciation and amortization ²	161	153	5.5%
Income from operations (EBIT)	-1,340	-778	-72.2%
Special items in EBIT	-622	-164	-279.1%
EBIT before special items	-718	-614	-16.9%
Investments including acquisitions ³	241	195	23.2%
Assets (December 31) ⁴	15,609	14,393	8.4%
Research and development expenses	276	356	-22.5%

¹ Information on the composition of Other can be found in the BASF Report 2024 from page 350 onward.

² Depreciation and amortization of property, plant and equipment and intangible assets (including impairments and reversals of impairments)

³ Additions to property, plant and equipment and intangible assets

⁴ Includes assets of businesses recognized under Other and reconciliation to assets of the BASF Group

In 2024, **sales** in Other amounted to €3,312 million, €92 million above the prior-year figure. This was mainly due to an increase in commodity and energy trading.

EBITDA before special items declined by €112 million year on year to –€578 million. This resulted from currency effects, hedging and other measurement effects included in other expenses as well as lower earnings contributions from other businesses.

EBITDA in Other included special items amounting to –€601 million in 2024. This included special charges in the amount of €301 million for the class settlement, which does not constitute any admission of liability, in connection with AFFF multidistrict litigation in the United States.

3

Financials

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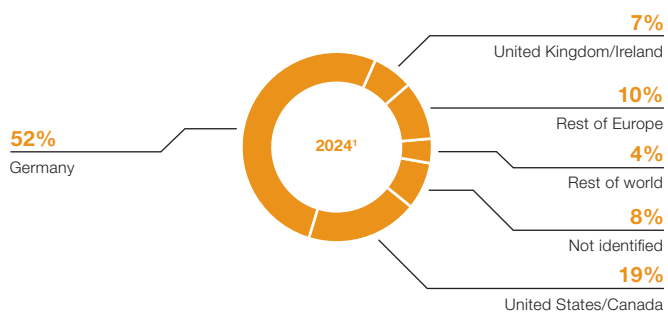
BASF on the Capital Market

Broad base of international shareholders

With over 900,000 shareholders, BASF is one of the largest publicly owned companies with a high free float. An analysis of the shareholder structure carried out at year-end 2024 showed that, at around 19% of share capital, the United States and Canada made up the largest regional group of institutional investors. Institutional investors from Germany accounted for 5%. Institutional investors from the United Kingdom and Ireland hold 7% of BASF shares, while investors from the rest of Europe hold a further 10% of capital. Institutional investors from the rest of the world, including the Asia Pacific region, hold 4% of BASF shares. Approximately 47% of the company's share capital is held by private investors, nearly all of whom reside in Germany. BASF is therefore one of the DAX40 companies with the largest percentage of private shareholders.

Shareholder structure

By region, rounded



¹ as of December 31, 2024

BASF – a sustainable investment

BASF has participated in the program established by the international organization CDP for reporting on data relevant to climate protection since 2004. CDP represents more than 640 capital markets signatories with \$127 trillion in assets and more than 330 major organizations with \$6.4 trillion in purchasing power. In 2025, CDP once again awarded BASF Leadership status (A-) in the categories of water management and forest protection for the 2024 business year. The final CDP assessment on climate protection for 2024 was not yet available by the editorial deadline for the BASF Factbook in 2025.

In the climate protection category, CDP assesses, among other things, the transparency of emissions reporting, the handling of opportunities and risks arising from climate change, the climate protection strategy and measures to reduce CO₂ emissions. The CDP assessment for sustainable water management takes into account how transparently companies report on their water management activities and how they reduce risks such as water scarcity. BASF continues to implement its sustainable water management target at all relevant production sites. CDP also evaluates the extent to which product developments can contribute to sustainable water management for customers. CDP's "Forests" assessment is based on detailed insights into the palm value chain and on activities that impact ecosystems and natural habitats.

MSCI ESG Research awarded BASF an A rating in 2025. The analysts highlighted BASF's presence in clean technology markets and its leading water management strategy. BASF again achieved Prime status (B-) in the ISS ESG rating developed by Institutional Shareholder Services, placing it in the top 10% of the companies assessed. In Morningstar Sustainalytics'¹ ESG Risk Ratings, BASF belongs to the best category for "diversified chemicals" with a medium ESG risk rating and was recognized for its strong risk management.

American depositary receipts

American depositary receipts (ADRs) allow U.S. institutional and retail investors to trade and own non-U.S. companies directly through the U.S. equity markets. BASF has a sponsored level 1 program, which is traded on OTC-QX, the platform for international quality companies on OTC markets. BASF's ADRs (Symbol: BASFY) are included in International PremierQX, the highest OTC market tier.

For further information, see basf.com/share

Analysts' recommendations

Around 25 financial analysts regularly publish reports on BASF. The latest analyst recommendations for our shares as well as the average target share price ascribed to BASF by analysts can be found online at basf.com/analystestimates.

Distributions to shareholders

In the medium term, we want to keep the overall distribution to shareholders at least at prior-year levels through a combination of dividends and share buybacks and will pay out a minimum of €12 billion to our shareholders between 2025 and 2028. Specifically, we want to pay out a dividend of at least €2.25 per share or around €2 billion per year.

For 2024, BASF paid a dividend of €2.25 per share and paid out €2 billion to its shareholders. Based on the year-end share price for 2024, BASF shares offer a dividend yield of 5.3%. BASF is part of the DivDAX share index, which contains the 15 companies with the highest dividend yield in the DAX 40.

¹ Morningstar Sustainalytics provides institutional investors and companies with ESG and corporate governance research, ratings and analytics.

Further information on the BASF share

Securities code numbers

Germany	BASF11
United States (CUSIP number)	055262505
ISIN International Securities Identification Number	DE000BASF111

International ticker symbols

Deutsche Börse	BAS
Pink Sheets / OTCQX	BASFY (ADR)
Bloomberg (Xetra trading)	BAS GY
Reuters (Xetra trading)	BASFn.DE

Shareholder return

		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Dividends	million €	2,664	2,755	2,847	2,939	3,031	3,031	3,072	3,035	3,035	2,008
Dividend per share	€	2.90	3.00	3.10	3.20	3.30	3.30	3.40	3.40	3.40	2.25
Share price at year-end	€/share	70.72	88.31	91.74	60.40	67.35	64.72	61.78	46.39	48.78	42.46
Dividend yield ¹	%	4.1	3.4	3.4	5.3	4.9	5.1	5.5	7.3	7.0	5.3
Payout ratio	%	67	68	47	63	36	.	57	.	.	155
Price-earnings ratio (P/E ratio) ¹		16.3	20.0	13.9	11.8	7.3	.	10.3	.	195.1	29.3
Free cash flow yield ²	%	5.6	4.4	5.7	7.3	5.9	3.8	6.5	8.0	6.2	2.0

¹ Based on year-end share price

² Free cash flow per share at year-end divided by share price at year-end

Business Review by Segment

Segment overview

Million €

	Sales		EBITDA before special items		EBITDA		EBIT before special items	
	2024	2023	2024	2023	2024	2023	2024	2023
Chemicals	10,838	10,369	1,342	1,167	1,314	1,167	503	361
Materials	13,510	14,149	1,805	1,650	1,769	1,523	987	826
Industrial Solutions ¹	9,223	8,010	1,437	965	1,412	1,010	994	625
Nutrition & Care	6,729	6,858	814	565	819	578	273	107
Surface Technologies ²	11,849	16,204	1,099	1,520	887	1,351	603	938
Agricultural Solutions	9,798	10,092	1,938	2,270	1,659	2,177	1,270	1,563
Other	3,312	3,220	-578	-466	-1,179	-626	-718	-614
BASF Group	65,260	68,902	7,858	7,671	6,681	7,180	3,911	3,806

Segment overview

Million €

	EBIT		Segment cash flow		Assets		Investments including acquisitions ³	
	2024	2023	2024	2023	2024	2023	2024	2023
Chemicals	429	364	-2,051	-936	14,266	11,468	3,403	2,706
Materials	939	378	766	1,369	10,135	9,716	1,139	1,083
Industrial Solutions ¹	959	660	1,102	1,292	7,494	5,576	349	285
Nutrition & Care	220	119	-31	503	7,887	7,496	809	765
Surface Technologies ²	-157	366	691	1,488	9,648	12,657	499	621
Agricultural Solutions	984	1,131	1,861	1,746	15,377	16,089	387	353
Other	-1,340	-778			15,609 ⁴	14,393 ⁴	241	195
BASF Group	2,033	2,240			80,415	77,395	6,826	6,006

¹ The chemical and refining catalysts business, which was previously reported as part of the Catalysts division, is part of the Performance Chemicals division since January 1, 2025. The figures for 2024 have been restated accordingly.

² The former Catalysts division has been split into two business units Battery Materials and ECMS, which were established as independent divisions as of January 1, 2025. In addition, the chemicals and refining catalysts business, which was previously reported as part of the Catalysts division, is part of the Performance Chemicals division since January 1, 2025. The figures for 2024 have been restated accordingly.

³ Additions to property, plant and equipment and intangible assets

⁴ Includes assets of businesses recognized under Other and reconciliation to assets of the BASF Group

Regional Results

Sales by location of company

Million €

	2015	2016	2017 ¹	2018 ²	2019	2020	2021	2022	2023	2024
Europe	38,675	27,221	28,045	27,526	25,706	24,223	31,594	35,821	27,631	26,169
North America	15,665	14,682	15,937	15,900	16,420	16,440	21,935	24,343	19,003	18,168
Asia Pacific	11,712	11,512	13,658	13,454	13,384	14,895	20,632	21,309	17,142	15,886
South America, Africa, Middle East	4,397	4,135	3,583	3,340	3,806	3,591	4,437	5,854	5,126	5,037
BASF Group	70,449	57,550	61,223	60,220	59,316	59,149	78,598	87,327	68,902	65,260

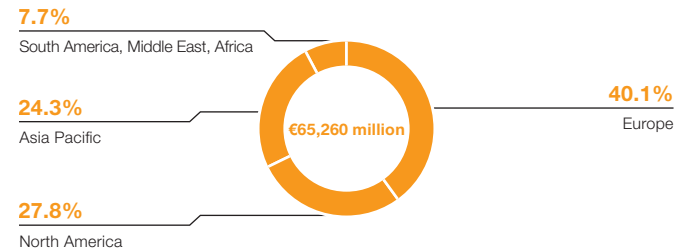
Sales by location of customer

Million €

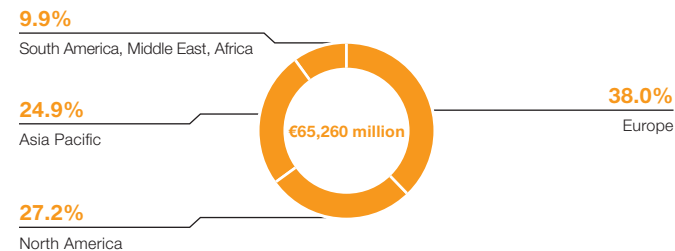
	2015	2016	2017 ¹	2018 ²	2019	2020	2021	2022	2023	2024
Europe	36,897	26,039	26,507	25,589	23,827	23,129	30,531	33,922	26,022	24,778
North America	15,390	14,042	15,357	15,388	15,948	15,709	20,867	23,869	18,833	17,773
Asia Pacific	12,334	12,165	14,343	14,210	14,203	15,406	21,234	21,823	17,520	16,226
South America, Africa, Middle East	5,828	5,304	5,016	5,033	5,338	4,905	5,965	7,713	6,527	6,482
BASF Group	70,449	57,550	61,223	60,220	59,316	59,149	78,598	87,327	68,902	65,260

¹ Figures for 2017 were restated with the presentation of the oil and gas activities as discontinued operations.
² Figures for 2018 were restated with the presentation of the construction chemicals activities as discontinued operations.

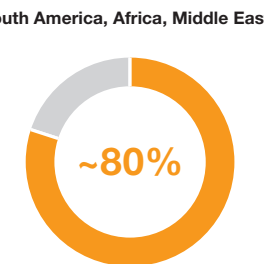
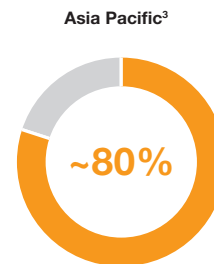
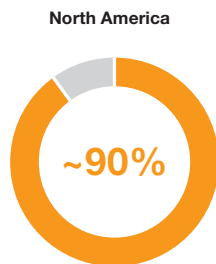
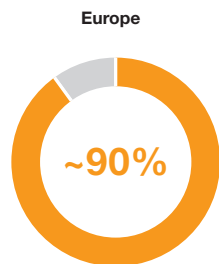
Sales by location of company 2024



Sales by location of customer 2024



Share of sales from locally manufactured products in 2024



³ Including BASF-YPC Company Ltd., which operates the Verbund site in Nanjing, China

Factors Influencing Sales and Exchange Rate Volatility

Factors influencing sales of the BASF Group

Change in %

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Volumes	3	2	4	1	-3	-1	10.6	-7.0	-8.4	1.8
Prices	-9	-4	8	4	-3	3	24.8	11.9	-10.0	-5.2
Currencies	6	-1	-1	-4	2	-3	-2.4	6.1	-2.5	-1.8
Portfolio	-5	-15	1	1	2	1	-0.1	0.1	-0.2	-0.1
Total	-5	-18	12	2	-2	0	32.9	11.1	-21.1	-5.3

Factors influencing sales

In the 2024 business year, sales stood at €65,260 million, compared with €68,902 million in the previous year. Considerable volume increases in some core businesses, coupled with slight volume growth in Agricultural Solutions, more than compensated for the decrease in sales volumes in Surface Technologies, which was due to the weak momentum in the automotive industry. The overall decline in sales, however, was mainly due to price decreases in all segments. A particularly pronounced decline was seen in precious metal prices in the Surface Technologies segment. Currency effects further dampened sales performance.

Exchange rate volatility

Our competitiveness on global markets is influenced by fluctuations in exchange rates. For BASF's sales, opportunities and risks arise in particular when the U.S. dollar exchange rate fluctuates. On the production side, we counter exchange rate risks by producing in the respective currency zones.

Financial currency risks result from the translation of receivables, liabilities and other monetary items in accordance with IAS 21 at the closing rate into the functional currency of the respective Group company. If necessary, we hedge these risks using derivative instruments.

Financing

Our financing policy aims to ensure our solvency at all times, limiting the risks associated with financing and optimizing our cost of capital. We preferably meet our external financing needs on the international capital markets. BASF strives for a single A rating, which ensures unrestricted access to financial and capital markets. Our financing measures are aligned with our operational business planning as well as the company's strategic direction and ensure the financial flexibility to take advantage of strategic options.

Financing policy

We have solid financing, both for ongoing business and for investment projects initiated or planned. Corporate bonds form the basis of our medium to long-term debt financing. These are issued in euros and other currencies with different maturities as part of our €20 billion debt issuance program. The goal is to create a balanced maturity profile, diversify our financing and optimize our debt capital financing conditions.

For short-term financing, we use BASF SE's global commercial paper program, which has an issuing volume of up to \$12.5 billion. As of December 31, 2024, no commercial paper was outstanding under this program. A firmly committed, syndicated credit line of €6 billion with a term until 2029 covers the repayment of outstanding commercial paper. It can also be used for general company purposes. In 2024, the term of this credit line was extended until 2029, and the credit line was not used at any point in 2024. In 2023, BASF Integrated Site (Guangdong) Co. Ltd., China, signed a syndicated bank term loan facility totaling 40 billion Chinese renminbi with a maturity of 15 years for the construction of the Verbund site in Zhanjiang. Of this amount, 17 billion Chinese renminbi (€2.1 billion) was utilized as of December 31, 2024. Our external financing is largely independent of short-term fluctuations in the credit markets.

BASF Group's most important financial contracts contain no side agreements with regard to specific financial ratios (financial covenants) or compliance with a specific rating (rating trigger). To minimize risks and leverage internal optimization potential within the Group, we bundle the financing, financial investments and foreign currency hedging of BASF SE's subsidiaries within the BASF Group where possible. Foreign currency risks are primarily hedged centrally using derivative financial instruments in the market.

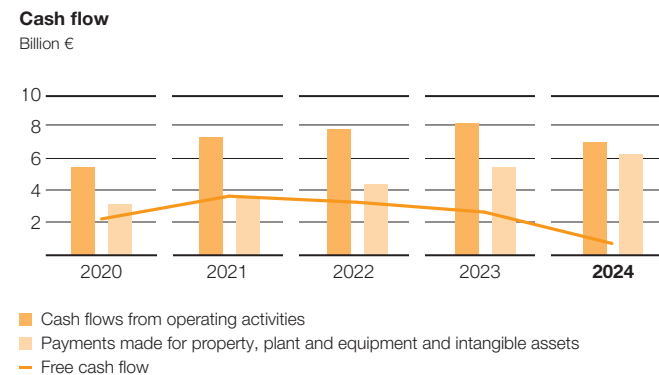
Cash flows from operating activities and free cash flow

In the 2024 business year, cash flows from operating activities stood at €6,946 million, down by €1,165 million on the prior-year figure. The decline was mainly caused by €1,434 million less cash released from net working capital. Cash inflows, both from the reduction in inventories and trade accounts receivable, were considerably lower in 2024 than in the previous year and totaled €264 million (previous year: €3,339 million). The increase in trade accounts payable led to cash released in the amount of €96 million, whereas cash in the amount of €1,544 million was tied up in the previous year.

Cash flows from investing activities totaled -€5,081 million in the business year 2024, after -€4,991 million in the previous year. Payments for intangible assets and property, plant and equipment increased by €803 million and were mainly incurred in connection with investments in the new Verbund site in China.

Cash flows from financing activities amounted to -€1,547 million, compared with -€2,905 million in 2023. The repayment and addition of financial and similar liabilities was reduced and their net change resulted in an improvement of €1,524 million in cash flows from financing activities. The dividend payment of €3,035 million to the shareholders of BASF SE remained unchanged compared with the previous year. By contrast, dividends paid to noncontrolling shareholders climbed by €190 million to €249 million.

Free cash flow, which remains after deducting payments made for property, plant and equipment and intangible assets from cash flows from operating activities, amounted to €748 million, compared with €2,715 million in 2023.



Good credit ratings and solid financing

BASF enjoys good credit ratings, especially compared with competitors in the chemical industry. On April 8, 2025, Moody's most recently confirmed its rating for BASF of A3/P-2/outlook stable. Standard & Poor's confirmed its rating of A-/A-2/outlook stable on December 2, 2024. Fitch confirmed its rating of A/F1/outlook stable on November 1, 2024.

Ratings as of May 1, 2025

	Noncurrent financial indebtedness	Current financial indebtedness	Outlook
Moody's	A3	P-2	stable
Standard & Poor's	A-	A-2	stable
Fitch	A	F1	stable

Ten-Year Summary

Million €

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Statement of income										
Sales	70,449	57,550	61,223 ¹	60,220 ²	59,316	59,149	78,598	87,327	68,902	65,260
Income from operations (EBIT)	6,248	6,275	7,587 ¹	5,974 ²	4,201	-191	7,677	6,548	2,240	2,033
Income before income taxes	5,548	5,395	6,882 ¹	5,233 ²	3,302	-1,562	7,448	1,190	1,420	2,069
Income after taxes from continuing operations	-	-	5,592 ¹	4,116 ²	2,546	-1,471	6,018	-391	379	1,453
Income after taxes from discontinued operations	-	-	760 ¹	863 ²	5,945	396	-36	-	-	-
Income after taxes	4,301	4,255	6,352	4,979	8,491	-1,075	5,982	-391	379	1,453
Net income	3,987	4,056	6,078	4,707	8,421	-1,060	5,523	-627	225	1,298
Income from operations before depreciation, amortization and special items (EBITDA before special items)	10,508	10,327	10,738 ¹	9,271 ²	8,324	7,435	11,348	10,762	7,671	7,858
EBIT before special items	6,739	6,309	7,645 ¹	6,281 ²	4,643	3,560	7,768	6,878	3,806	3,911
Capital expenditures, depreciation and amortization										
Additions to property, plant and equipment and intangible assets	6,013	7,258	4,364	10,735	4,097	4,869	4,881	4,967	6,006	6,826
of which property, plant and equipment	5,742	4,377	4,028	5,040	3,842	4,075	4,410	4,842	5,864	6,506
Depreciation and amortization of property, plant and equipment and intangible assets	4,401	4,251	4,202	3,750	4,146	6,685	3,678	4,200	4,941	4,648
of which property, plant and equipment	3,600	3,691	3,586	3,155	3,408	5,189	3,064	3,549	4,062	3,978
Number of employees at year-end	112,435	113,830	115,490	122,404	117,628	110,302	111,047	111,481	111,991	111,822
Personnel expenses	9,982	10,165	10,610	10,659	10,924	10,576	11,097	11,400	10,950	11,241
Research and development expenses	1,953	1,863	1,843¹	1,994²	2,158	2,086	2,216	2,298	2,130	2,061

¹ Figures for 2017 were restated with the presentation of the oil and gas activities as discontinued operations.

² Figures for 2018 were restated with the presentation of the construction chemicals activities as discontinued operations.

Million €

	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Balance sheet (IFRS)										
Total assets	70,836	76,496	78,768	86,556	86,950	80,292	87,383	84,472	77,395	80,415
Noncurrent assets	46,270	50,550	47,623	43,335	55,960	50,424	52,332	47,050	45,923	49,183
of which intangible assets	12,537	15,162	13,594	16,554	14,525	13,145	13,499	13,273	12,216	11,983
of which property, plant and equipment	25,260	26,413	25,258	20,780	21,792	19,647	21,553	22,967	24,080	27,197
Current assets	24,566	25,946	31,145	43,221	30,990	29,868	35,051	37,422	31,472	31,232
of which inventories	9,693	10,005	10,303	12,166	11,223	10,010	13,868	16,028	13,876	13,681
of which accounts receivable, trade	9,516	10,952	10,801	10,665	9,093	9,466	11,942	12,055	10,414	10,393
of which cash and cash equivalents	2,241	1,375	6,495	2,300	2,427	4,330	2,624	2,516	2,624	2,914
Equity	31,545	32,568	34,756	36,109	42,350	34,398	42,081	40,923	36,646	36,884
Total liabilities	39,291	43,928	44,012	50,447	44,600	45,894	45,301	43,550	40,750	43,532
of which financial indebtedness	15,197	16,312	18,032	20,841	18,377	19,214	17,184	19,016	19,268	21,762

		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Key data											
EBITDA margin before special items	%	14.9	17.9	17.5 ¹	15.4 ²	14.0	12.6	14.4	12.3	11.1	12.0
Cash flows from operating activities	million €	9,446	7,717	8,785	7,939	7,474	5,413	7,245	7,709	8,111	6,946
Free cash flow	million €	3,634	3,572	4,789	4,045	3,650	2,284	3,713	3,333	2,715	748
CO ₂ emissions	million metric tons	22.2	22.0	22.6	21.9	20.1	20.8	20.2	18.4	17.0 ³	17.0
Return on capital employed (ROCE)	%	–	–	15.4	12.0 ²	7.7	1.7	13.7	10.0	4.5	5.1
Earnings per share	€	4.34	4.42	6.62	5.12	9.17	–1.15	6.01	–0.70	0.25	1.45
Adjusted earnings per share	€	5.00	4.83	6.44	5.87	4.00	3.21	6.76	6.96	2.78	3.51
Return on assets	%	8.7	8.2	9.5 ¹	7.1	4.5	–1.2	9.5	2.1	2.8	3.7
Return on equity after tax	%	14.4	13.3	18.9	14.1	21.6	–2.8	15.6	–0.9	1.0	4.1
Appropriation of profits											
Net income of BASF SE ⁴	million €	2,158	2,808	3,130	2,982	3,899	3,946	3,928	3,849	7,434	2,704
Dividend	million €	2,664	2,755	2,847	2,939	3,031	3,031	3,072	3,035	3,035	2,008
Dividend per share	€	2.90	3.00	3.10	3.20	3.30	3.30	3.40	3.40	3.40	2.25
Number of shares as of December 31	million	918.5	918.5	918.5	918.5	918.5	918.5	918.5	893.9	892.5	892.5

¹ Figures for 2017 were restated with the presentation of the oil and gas activities as discontinued operations.

² Figures for 2018 were restated with the presentation of the construction chemicals activities as discontinued operations.

³ The figure for 2023 has been adjusted due to updated data.

⁴ Calculated in accordance with German GAAP

Selected Key Figures Excluding Metals

The IFRS figures correspond to the amounts presented in the Consolidated Financial Statements. The adjusted figures exclude sales from precious and base metal services as well as precious and base metal sales in the Battery Materials and Environmental Catalyst and Metal Solutions divisions.

BASF Group

		2024		2023	
		IFRS figure	Adjusted figure	IFRS figure	Adjusted figure
Sales	million €	65,260	59,860	68,902	60,650
Volumes	%	1.8	3.5	-8.4	-7.2
Prices	%	-5.2	-2.8	-10.0	-7.9
Currencies	%	-1.8	-1.9	-2.5	-2.5
Portfolio	%	-0.1	-0.1	-0.2	-0.3
EBITDA before special items	million €	7,858	7,858	7,671	7,671
EBITDA margin before special items	%	12.0	13.1	11.1	12.6

Surface Technologies¹

		2024		2023	
		IFRS figure	Adjusted figure	IFRS figure	Adjusted figure
Sales	million €	11,849	6,603	16,204	7,952
Volumes	%	-7.9	-4.2	-9.6	0.2
Prices	%	-11.8	0.2	-11.1	6.3
Currencies	%	-1.7	-3.0	-3.1	-4.6
Portfolio	%	0.0	0.0	-0.1	-0.4
EBITDA before special items	million €	1,099	1,099	1,520	1,520
EBITDA margin before special items	%	9.3	16.6	9.4	19.1

¹ The former Catalysts division has been split into two business units Battery Materials and ECMS, which were established as independent divisions as of January 1, 2025. In addition, the chemical and refining catalysts business, which was previously reported as part of the Catalysts division, is part of the Performance Chemicals division since January 1, 2025. The figures for 2024 have been restated accordingly.

A close-up photograph of a hand with dark skin moving a wooden chess piece on a checkered board. The lighting is warm, and the background is blurred.

Reasons to invest in BASF

We are **leading in the chemical industry**, which is **essential for growth industries** worldwide

We are committed to **long-term value creation and attractive distributions to shareholders**

We deliver **continuous product and process innovation** for a broad range of customer industries and to increase our own productivity

We are **shaping the transformation to net zero** and **enable the green transformation of our customers**

We focus on **local production for local markets** and benefit from **leading market positions** in the majority of our businesses

We have the **right team and a winning culture** to deliver superior value creation

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Half-Year Financial Report 2025

July 30, 2025

Quarterly Statement Q3 2025

October 29, 2025

Publication of financial figures of BASF Group for 2025

February 27, 2026

Publication of BASF Report 2025

March 19, 2026

Quarterly Statement Q1 2026 / Annual Shareholders' Meeting 2026

April 30, 2026

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Further Information

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- BASF Report 2024
 - Quarterly Statements
 - Capital Market Story
 - ESG Investment Story
 - Roadshow Presentations
 - Capital Markets Day Presentations
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