

20



25

BASF Group 2025

At a Glance

2025 | BASF Group At a Glance

Contents

Key Figures at a Glance	3
BASF Group	5
Our Strategy	9
How We Create Value	16
Our Targets and Target Achievement 2025	19
Sustainability	23
Our Business Year 2025	
Results of Operations	26
Net Assets	31
Financial Position	33
Statement of Cash Flows	35
Outlook 2026	38
Ten-Year Summary	40

Experience the entire report in an interactive format online:

» Our 2025 annual report was also published [online](#) on February 27, 2026.

2025 – at a Glance

Our integrated reporting combines financial and sustainability reporting. We inform you how we are developing as a company and how we create value for our stakeholders.

€59.7

billion

Sales revenue^a

2024: €61.4 billion

€6.6

billion

EBITDA before special items^a

2024: €7.2 billion

5.8%

ROCE^a

2024: 5.1%

€5.6

billion

Cash flows from operating activities

2024: €6.9 billion

€1.3

billion

Free cash flow

2024: €0.7 billion

€4.0

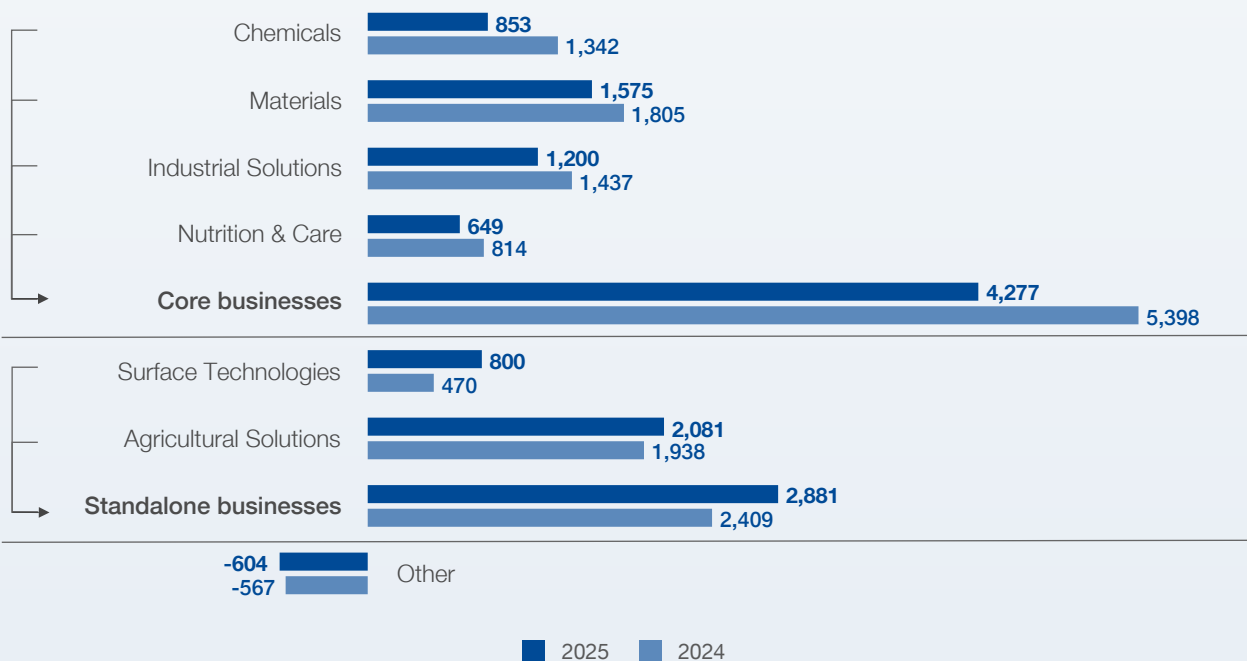
billion

Capital expenditures (capex)

2024: €6.0 billion

EBITDA before special items by segment^{a,b} and Other

Million €



^a With the planned divestiture of the automotive OEM coatings, automotive refinish coatings and surface treatment business units, sales and earnings from these activities will be reported as discontinued operations and will no longer be part of the sales and EBIT(DA) before special items of the BASF Group and of Surface Technologies. The prior-year figures have been restated accordingly.

^b 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 former Catalysts division in the Surface Technologies segment. The prior-year figures have been restated accordingly.

Sales and employees by region

By location of company; employees as of December 31, 2025



Greenhouse gas emissions^a

million metric tons of CO₂ equivalents



^a Scope 1 and Scope 2 (excluding the sale of energy to third parties)

€2.0

billion

Research and development expenses^b

2024: €2.0 billion

108,251

Employees at year-end

2024: 111,822

€12.3

billion

Personnel expenses

2024: €11.2 billion

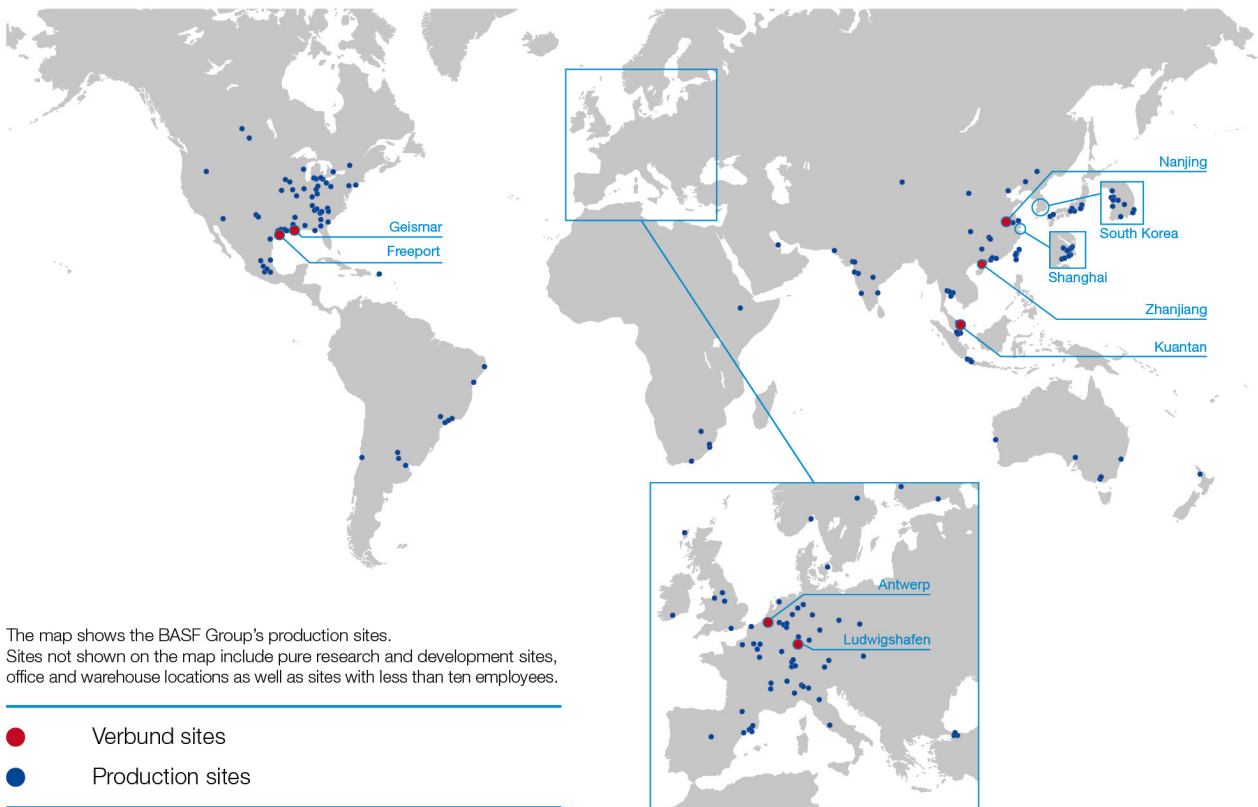
^b This item no longer includes the amounts reported in discontinued operations. The prior-year figures have been restated accordingly.

BASF Group

At BASF, we create chemistry for a sustainable future. Our ambition is to be the preferred chemical company to enable our customers' green transformation.¹ We combine economic success with environmental protection and societal responsibility. Our portfolio is structured into core businesses and standalone businesses.

Sites and Verbund

BASF production sites



In the 2025 business year, BASF had 108,251 employees and operated 234 production sites in 93 countries worldwide. Our aim is to serve local markets through local production. In addition to Ludwigshafen, the seven Verbund sites include the plants in Antwerp, Belgium; Freeport, Texas; Geismar, Louisiana; Kuantan, Malaysia; Nanjing, China; and Zhanjiang, China, where additional plants were commissioned and the first products from the Verbund were manufactured over the course of 2025, and commissioning of the steam cracker commenced at the end of December 2025. As planned, cracker products in accordance with specifications were made available to the processing plants in the first days of January 2026. The Verbund concept is one of our key strengths: It enables intelligent linking and steering of our plants and ensures resource-efficient, CO₂-optimized and reliably managed production.

¹ The following understanding underpins all references to green transformation in this report: To enable our customers' green transformation, BASF systematically develops and offers solutions that minimize negative impacts on the environment and society while maximizing positive results. This includes our efforts to reduce CO₂ emissions, conserve resources and use renewable energy and renewable raw materials. In line with the three dimensions of sustainable development, we place ecological and economic balance as well as social responsibility at the forefront of our actions.

From basic products to customized solutions, the core businesses are deeply integrated into long, multilevel value chains.

» For more information on the Verbund concept, see basf.com/en/verbund

Organization of the BASF Group

As of December 31, 2025, the BASF Group's business comprised eleven operating divisions, which are grouped into six segments:

- Chemicals: Petrochemicals, Intermediates
- Materials: Performance Materials, Monomers
- Industrial Solutions: Dispersions & Resins, Performance Chemicals
- Nutrition & Care: Care Chemicals, Nutrition & Health
- Surface Technologies: Battery Materials, Environmental Catalyst and Metal Solutions (ECMS)
- Agricultural Solutions (the operating division shares the same name)

Until October 1, 2025, the Surface Technologies segment also included the Coatings division, which is no longer included in the BASF Group's segment reporting due to the following two transactions:

- On October 10, 2025, BASF and Carlyle, Washington D.C., announced the signing of a binding transaction agreement relating to BASF's automotive OEM coatings, automotive refinish coatings and surface treatment business units ("coatings"). Subject to approval from the relevant regulatory bodies, the transaction is expected to close in the second quarter of 2026. Owing to the planned divestiture, the affected business units are reported as discontinued operations in accordance with IFRS 5 as of September 30, 2025. From this date, the sales and earnings of the automotive OEM coatings, automotive refinish coatings and surface treatment business units are no longer part of the sales and EBIT(DA) before special items of the BASF Group and the Surface Technologies segment. Retroactively to January 1, 2025, and until the transaction closes, the income after taxes of these business units is presented in the income after taxes of BASF Group as a separate item (income after taxes from discontinued operations). The 2024 figures have been restated accordingly.
- On October 1, 2025, the sale of BASF's Brazilian decorative paints business to Sherwin-Williams, Cleveland, Ohio, was completed following approval by the relevant competition authority. The decorative paints business was not affected by the aforementioned retroactive restatement and was the only business reported under Coatings in 2025.

BASF Group segments in 2025

Core businesses

Chemicals

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

- Share of sales: 16.9%
- R&D expenses: €87 million
- Investments including acquisitions^a: €2,108 million

Materials

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

- Share of sales: 21.4%
- R&D expenses: €184 million
- Investments including acquisitions^a: €940 million

Industrial Solutions

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

- Share of sales: 14.4%
- R&D expenses: €187 million
- Investments including acquisitions^a: €391 million

Nutrition & Care

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

- Share of sales: 10.9%
- R&D expenses: €137 million
- Investments including acquisitions^a: €662 million

Standalone businesses

Surface Technologies

The Surface Technologies segment produces chemical solutions for surfaces in the area of battery materials and emissions catalysts.

- Share of sales: 15.0%
- R&D expenses: €155 million
- Investments including acquisitions^a: €116 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: 16.1%
- R&D expenses: €990 million
- Investments including acquisitions^a: €351 million

^a Additions to property, plant and equipment and intangible assets, excluding additions attributable to the discontinued coatings business

BASF has continued to pursue a **Differentiated Steering concept**. Income from operations before depreciation, amortization and special items (EBITDA before special items) and free cash flow continue to be the most important financial key performance indicators for steering the BASF Group in the short to medium term. EBITDA before special items and segment cash flow are used as the most important key performance indicators for the segments. This enables us to provide a high level of transparency regarding the results of our segments. Scope 1 and Scope 2 CO₂ emissions remain the most important sustainability-related key performance indicator at Group level.

BASF's portfolio is managed in accordance with the strategy announced in September 2024. We differentiate between core businesses and standalone businesses, which operate independently. The core businesses comprise the Chemicals, Materials, Industrial Solutions and Nutrition & Care segments. They benefit from their deep integration in value chains and in the Production Verbund. The standalone businesses comprise the Surface Technologies and Agricultural Solutions segments. These serve distinct industries and compete with peers who focus exclusively on individual industries. Our standalone businesses have greater flexibility and operational freedom, enabling them to react more swiftly and appropriately to specific market requirements.

The operating divisions, the service units, research and development and the Corporate Center are the cornerstones of the BASF organization. The **operating divisions** bear strategic and operational responsibility and are organized according to sectors or products.

Five **service units** provide competitive services for the BASF Group:

- European Site & Verbund Management
- Global Business Services (procurement, finance and controlling, in-house consulting services, intellectual property, communications, human resources, real estate, safety, supply chain)
- Global Digital Services

-
- Global Engineering Services
 - Global Procurement

Our dedicated **research and development units** are integrated into the divisions, while activities with broad relevance for our businesses are bundled in a research division – Group Research. This division is globally positioned with research centers in Asia Pacific, Europe and North America. With this setup, we are focusing our research activities on our customers and their industry-specific needs.

The **Corporate Center** supports the Board of Executive Directors in steering the company as a whole. This includes central tasks in the following areas: compliance and insurance; finance and controlling; health; corporate audit; investor relations; communications; human resources; legal, safety and quality; tax; strategy; environmental protection.

This setup lays the foundation for customer proximity, value creation, competitiveness and profitable growth.

Business and Competitive Environment

As a global company, BASF is present in a large number of markets and operates under various local, regional and global conditions. These include:

- Global economic and political developments
- Legal and political requirements
- International trade agreements
- Industry standards
- Environmental agreements (such as the EU Emissions Trading System)
- Social aspects (such as the UN International Bill of Human Rights)

BASF supplies products and services to around 75,000 customers¹ in almost every country in the world. Our customer portfolio comprises mainly major global customers and medium-sized enterprises. We focus on a business-to-business model and on being a partner for a wide range of downstream industries.

We work with more than 70,000 Tier 1 suppliers² worldwide. They provide us with important raw materials, chemicals, investment goods and consumables, and perform a range of services.

Our most important global competitors include Arkema, Bayer, Celanese, Clariant, Corteva, Covestro, Dow, DSM-Firmenich, Eastman, Evonik, Huntsman, INEOS, Johnson Matthey, LyondellBasell, SABIC, Sinopec, Syensqo, Syngenta, Umicore and Wanhua and many hundreds of local and regional competitors. We expect competitors from Asia, North America and the Middle East in particular to gain increasing significance in the years ahead as a result of advantageous raw materials and energy prices. BASF is a top-three market leader in over 80% of its core businesses. Equally, our standalone businesses have good to leading positions in their respective markets.

¹ The number of customers refers to all external companies (sold-to parties) that had contracts with the BASF Group in the business year concerned under which sales were generated.

² BASF considers all direct suppliers of the BASF Group in the business year concerned as Tier 1 suppliers. These are suppliers that provide us with raw materials, investment goods, consumables and services. Suppliers can be natural persons, companies or legal persons under public law.

Our Strategy

Chemistry is our passion. Our ambition is to be the preferred chemical company to enable our customers' green transformation. With our "Winning Ways" strategy, we aim to grow profitably and create value for our shareholders based on a broad portfolio as well as our product and process innovations. Simultaneously, we are further developing our performance culture. We rely on four levers to successfully implement our strategy: Focus, Accelerate, Transform and Win. We are systematically integrating sustainability topics into our strategy and business as well as into our assessment, steering and compensation systems. This principle is 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 our growing world population needs to be fed. More and more urgently than ever, solutions are needed for a more sustainable future. Chemistry is of key importance as 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 – for lower CO₂ emissions and a more circular economy. The speed of this development varies across regions and customer industries. We want to be the preferred chemical company to enable our customers' green transformation. We are committed to the green transformation of our own production and our product portfolio.

We aim to grow profitably and create value for our shareholders with our broad portfolio as well as our product and process innovations. Our goal is for customers to be successful in their respective markets thanks to our products. Our solutions and technologies contribute to the more efficient use of raw materials, reducing waste, and enabling healthy and affordable food as well as climate-smart mobility, for example.

Our focus as a company is also on cash generation. Significantly lower capital expenditures compared to a record level in 2024, which was mainly due to the establishment of the Verbund site in Zhanjiang, and the consistent implementation of our cost savings programs stand for a high degree of capital discipline.

At the same time, we are further developing our performance culture with the aim of making BASF an even more performance-driven organization. To this end, we have established nine actionable Winning Behaviors.

As an international chemical company, we operate in countries and markets with different guidelines and conditions. We are guided by our values and our global standards in order to act responsibly and maintain our license to operate. The main guidelines are primarily summarized in our BASF policies on compliance, human rights, labor standards and in the Supplier Code of Conduct. With appropriate management and monitoring systems, we want to ensure that we act in line with the applicable laws and take responsibility for the environment and society. Customers, shareholders, partners and employees can rely not only on the high quality of our products, but also on the way in which we conduct business.

With our CORE values, we combine economic success with the creation of value for the environment and society and stand for respectful interaction with each other and with our customers and partners:

C – creative: We make great products and solutions for our customers. This is why we embrace bold ideas and give them space to grow. We act with optimism and inspire one another.

O – open: We value diversity, in people, opinions and experience. This is why we foster feedback based on honesty, respect and mutual trust. We learn from setbacks.

R – responsible: We value the health and safety of people above all else. We make sustainability part of every decision. We are committed to strict compliance and environmental standards.

E – entrepreneurial: We focus on our customers, as individuals and as a company. We seize opportunities and think ahead. We take ownership and embrace personal accountability.

Our standards are based on, and in some cases, exceed existing laws and regulations and take internationally recognized principles into account. We respect and promote:

- The Universal Declaration of Human Rights of the United Nations (U.N.) and the two U.N. Human Rights Covenants
- The Ten Principles of the UN Global Compact
- The core labor standards of the International Labour Organization (ILO) and the Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy
- The United Nations’ Guiding Principles on Business and Human Rights
- The OECD Guidelines for Multinational Enterprises
- The Responsible Care® Global Charter of the International Council of Chemical Associations (ICCA)
- The German Corporate Governance Code (GCGC)

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 the resulting opportunities and risks. In doing so, we keep a close eye on our customers' needs and the transformation of our company.

Our "Winning Ways" strategy is based on four strategic levers:

Focus, Accelerate, Transform and Win.

Focus

At the center of the strategic lever Focus is our portfolio management. BASF distinguishes between core businesses and standalone businesses. The core businesses comprise the Chemicals, Materials, Industrial Solutions and Nutrition & Care segments. These are closely 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) and Battery Materials divisions as well as the Agricultural Solutions segment. Until October 1, 2025, the Surface Technologies segment also included the Coatings division).

In the coming years, we will focus on strengthening our core businesses and growing profitably in these areas, organically or through value-increasing acquisitions: We see the current consolidation in the chemical 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 China and the Middle East.

Our standalone businesses compete with pure-play peers that are subject to their own market trends. We want these businesses to be able to respond quickly to the specific requirements of their customers and to strengthen their competitive position. We therefore rely on various measures, such as the introduction of standalone ERP systems (Enterprise Resource Planning Systems) or differentiated steering with industry-specific financial steering indicators in order to make the performance of the businesses more transparent compared to competitors. We have further promoted the entrepreneurial independence of our standalone businesses and have identified individual paths through which each business can generate the greatest value:

- Our **ECMS business** has been carved out since 2023. It operates in a low-growth industry but continues to deliver a strong cash contribution. At present, we see ourselves as the best owner to operate this business.
- Our **Battery Materials** business operates in a rapid-growth environment characterized by high market and technology risks. We have significantly reduced fixed costs and capital expenditures and signed contracts with key customers to utilize existing capacities. We are also investigating opportunities for cooperation along the value chain.

-
- In the **Coatings** division, we completed the sale of the Brazilian decorative paints business to Sherwin-Williams, Cleveland, Ohio, effective October 1, 2025. In October 2025, we signed a binding agreement with Carlyle, Washington D.C., for the sale of the automotive OEM coatings, automotive refinish coatings and surface treatment business units. The transaction is expected to close in the second quarter of 2026, subject to regulatory approvals. We will then continue to hold a 40% equity stake in this coatings business.
 - For the **Agricultural Solutions** segment, we are targeting IPO readiness by 2027, in order to float a minority stake. The Frankfurt Stock Exchange is targeted as listing location. The legal carve-out and the implementation of an industry-specific ERP system are progressing well.

Under the strategic lever Focus, we have changed our internal steering processes for capital and resource allocation in order to focus even more strongly on cash generation and to strengthen our capital discipline. We are now following a strategic allocation approach for our operating divisions instead of the largely project-based approach previously used at BASF Group level. 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 operating 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. One example of this is our new Verbund site in Zhanjiang, China. We manufactured the first products from the Verbund there in November 2025. Commissioning of the steam cracker commenced at the end of December 2025. This project milestone was achieved on schedule with strict cost discipline, and we expect to remain below the original project budget, with total investments of around €8.7 billion in the period 2019 to 2028.

In addition to China, we want to expand our presence primarily in India and five ASEAN countries (Indonesia, Malaysia, Singapore, Thailand and Vietnam) by strengthening local organizational structures, our production sites and our research and development (R&D) activities. These seven countries will account for around 80% of global chemical growth by 2035.

Accelerate

With the strategic lever Accelerate, we want to generate value faster by adjusting the way in which we collaborate and complete tasks at BASF. Our priority is to empower our business units through lean steering, simplify our organizational structure and increase the use of artificial intelligence (AI).

The Board of Executive Directors focuses on topics that are important to BASF as a whole: strategy, portfolio management, capital allocation and talent development. By contrast, the individual operating divisions have greater ownership of specific business decisions and accountability for business success. In line with this, we introduced an enhanced performance management system in 2025 that provides a closer link between incentives and unit-specific performance.

We are making our organization simpler and leaner by sharpening role clarity, flattening hierarchies and by reducing bureaucracy and internal alignment processes. Spans of control are being broadened to increase individual ownership. An important step in this direction was dissolving the regional dimension of our organizational structure, which was mostly completed at the end of 2025. With few exceptions, the responsibilities of the previous country organizations have been transferred to the largest operating division in each country. In smaller markets, we are either forgoing our local presence or developing new sales approaches to reduce the complexity of our sales channels. With this simplified organizational setup, we are aiming to accelerate decisions in all areas of our company.

BASF is harnessing the potential of digitalization and AI to advance productivity and accelerate innovations. We aim to gradually enable our employees to utilize AI in their respective areas of work. For this purpose, we provide them with a variety of digital tools in their day-to-day work and offer accompanying training courses. At the same time, our focus is on applications whose added value has been confirmed by fast and effective pilot projects. In particular, we target key functions such as sales, marketing, R&D, production, procurement and services. One example is the Sonata analysis platform, which automatically analyzes large volumes of production data and helps to prevent quality deviations in the production process. Another example is the cloud-based software solution OMP, which combines previously fragmented planning processes for BASF supply chains into one optimized system. With this BASF wants to respond faster and more effectively to market requirements.

Transform

Sustainability is an integral part of our strategy as well as our targets, steering processes and business models. We are fully committed to our climate protection targets as well as to the green transformation of our production and our product portfolio.

With the strategic lever Transform, we aim to drive the green transformation in a more differentiated and focused way as well as in line with market development, in order to grow profitably. Our transformation approach goes beyond the green transformation of our own production. Our key customer industries are facing tremendous challenges in achieving their transformation targets. We 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.

Our approach here is to intensify our focus on specific opportunities for our business and to increase volumes of products with sustainability attributes according to customer needs. With this approach, we are mitigating the investment and business risks resulting from capital-intensive new technologies and the varying transformation speed of our customer industries. In addition, in the green transformation we are prioritizing projects that have a positive impact on our license to operate.

Over time, we are staggering our transformation projects based on these priorities. In recent years, we have already increasingly invested in renewable energies to operate our plants. Furthermore, we are already piloting new technologies in selected value chains, are using alternative raw materials and have launched products with sustainability attributes such as a reduced or net-zero product carbon footprint (Low/Zero Product Carbon Footprint; LowPCF/ZeroPCF). We are now focusing on ramping up the use of renewable, recycled and low-emission feedstocks in our existing plants and thus offering more products with a reduced carbon footprint and other sustainability attributes in line with market demand and at low capital expenditure. At the same time, we consistently continue to evaluate new business models and technologies. As markets for more 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.

In line with our market-oriented approach and the reduced speed of industrial feedstock transformation, we have adjusted our investments to an expected €1.2 billion from 2026 to 2029. We continue to assume that most of the major capital expenditure for our green transformation will be incurred after 2030.

BASF's integrated Verbund system has fundamental advantages for our transformation approach, in particular the energy and resource efficiency provided by the Verbund and the numerous entry points that offer feedstock flexibility. We can be flexible and scalable in how we employ renewable and recycled feedstocks in existing plants. We therefore expect that BASF as a whole, will benefit from the change and growth momentum in connection with the green transformation. This also applies to our largest site, Ludwigshafen, and its integrated Verbund.

In the medium to long term, our aim is to successfully develop Ludwigshafen into a leading, sustainable chemical site for Europe with an improved competitive position. To this end, we have initiated, among other things, a cost savings program with a focus on the Ludwigshafen site. From the end of 2026, we aim to save more than €2.3 billion worldwide compared to the base year 2022 with all ongoing programs and measures – €200 million more than originally targeted.

In Ludwigshafen, we have conducted a thorough analysis of our production asset structure based on current and future market and customer demand: Selected plants and production lines no longer deliver sufficient earnings or are at risk of losing their competitiveness. Against this background, we decided to close individual plants and discontinue business operations in 2025. However, the majority of the assets in the Ludwigshafen Verbund remain competitive. In addition, we are investing in new plants in Ludwigshafen, for example for the production of high-purity chemicals for semiconductor manufacturing, in order to meet the growing demand for advanced semiconductor chips in Europe.

Win

The strategic lever Win is how we want to drive change in corporate culture throughout the entire company. This change is a decisive factor for us in successfully implementing our “Winning Ways” strategy. Our Winning Culture is based on three topics to make BASF an even more performance-oriented company: Accountability (Own it!), Speed (Drive it!) and Improvement Mindset (Excel in it!).

Within these three topics, the Board of Executive Directors has developed nine actionable Winning Behaviors: They define the behavior that BASF expects from all employees, including the Board of Executive Directors, and show in a concrete way how each and every individual can contribute to successful change.

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.

We want to deepen our employees' understanding of the Winning Behaviors and inspire them to actively live them out. For this purpose, we have, for example, provided various internal communication formats such as videos and podcasts. Employees regularly have the opportunity to provide feedback on the progress of change in corporate culture in global surveys. The survey results from 2025 confirm that cultural change is progressing. In October 2025, employees indicated that in their work environment all Winning Behaviors were being implemented more strongly than in March 2025.

Further developing our corporate culture goes hand in hand with our enhanced performance management system with a closer link between incentives and unit-specific achievements. We introduced this worldwide in 2025.

How We Create Value

The following overview shows how we create value for our stakeholders.



Inputs¹

Financial

Our aim is to increase profitability and the ability to generate cash, optimize our cost of capital and limit financial risks.

45.1%
Equity ratio

3 single A ratings
From credit rating agencies Fitch, Moody's and Standard & Poor's

Innovations

We develop innovative and more sustainable solutions with our customers and suppliers in order to enter new markets and further increase our productivity.

~9,000
R&D employees

€2.0 billion
R&D expenses

Production

Safety, quality and reliability as well as environmental protection are the key to our excellence in production.

€4.0 billion
Capital expenditures (capex)

36%
Electricity from renewable sources²

Environment

We use renewable resources, among other things, to manufacture products and solutions with high value added for our customers.

1.1 million metric tons
Renewable resources²

1,521 million m³
Total water withdrawal²

Employees

Everything we do is based on the expertise, knowledge and engagement of our employees.

108,251
Employees around the world

€12.3 billion
Personnel expenses

Partnerships

Trust-based relationships are crucial to our license to operate and our reputation.

>70,000
Suppliers

~75,000
Customers

¹ In October 2025, BASF completed the divestiture of its Brazilian decorative paints business from its Coatings division and signed a binding transaction agreement with Carlyle on the sale of the automotive OEM coatings, automotive refinish coatings and surface treatment business units. In accordance with IFRS[®] Accounting Standards, the discontinued coatings business is not included in the key figure R&D expenses.

² The sustainability-related key figures shown in this graphic are – unlike the financial key figures shown – not part of the statutory audit but are part of a separate audit with limited assurance.



Business model



Outputs³

Financial	Innovations	Production
€6.6 billion EBITDA before special items	898 New patents worldwide	~40,000 Products evaluated with TripleS (Sustainable Solution Steering) ^{4,5}
€2.4 billion For dividend payments and share buybacks ⁶	~€11 billion Sales of products launched in the past five years ⁷	5.2 million metric tons Amount of CO ₂ avoided by the Verbund and combined heat and power generation ⁴
Environment	Employees	Partnerships
>1,900 Mass balance products based on alternative raw materials ⁴	77% Engagement Index according to our annual employee survey ⁴	357 Evaluations of BASF suppliers as part of Together for Sustainability ⁴
81% Water demand recirculated ⁴	29.9% Global share of women in leadership positions ⁴	269 Collaborations with universities and research institutes ⁴

³ The discontinued coatings business is not included in the following key figures shown in this graphic: EBITDA before special items, patents, sales of innovations, products evaluated with TripleS, collaborations with universities and research institutes.

⁴ The sustainability-related key figures shown in this graphic are – unlike the financial key figures shown – not part of the statutory audit but are part of a separate audit with limited assurance.

⁵ The definition of the relevant portfolio and further information on TripleS can be found in the BASF Report 2025, page 157.

⁶ In 2025, around €2 billion in dividends for the 2024 business year was paid out to the shareholders of BASF SE and shares were repurchased for €355 million.

⁷ This is voluntary, unaudited information, which was critically read by the auditor.



Outcomes⁸

Relevant external impact factors for our company's success as well as positive and negative impacts of our business activities⁹:

Economic

Environmental

Social



Selected relevant external impact factors

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> ▪ Customer demand and requirements ▪ Investment readiness ▪ Capital market trends ▪ State of the economy, competitive conditions, investment climate | <ul style="list-style-type: none"> ▪ Climate change ▪ Energy transformation ▪ Availability of/access to renewable resources ▪ Climate-related legislation ▪ Regulations on product safety ▪ Sustainability targets of our customers | <ul style="list-style-type: none"> ▪ Demand for more sustainable products, willingness to pay ▪ Labor, environmental and social standards ▪ Stakeholder trust ▪ Interest of qualified personnel and leaders ▪ Demographic change |
|---|---|---|

Selected impacts of our business activities

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> + Growth, progress and value creation for the state, customers, investors and employees + Our customers' competitiveness and innovative strength + Digital transformation of the industry + Attractive dividend and share buyback payments to shareholders + Market development through more climate-smart products | <ul style="list-style-type: none"> + Contribution to climate protection/ climate change adaptation + Innovation as a lever for climate protection + Contribution to the circular economy + More environmentally friendly and safer products - Greenhouse gas emissions - Emissions to air and water - Land use - Resource consumption and nonrecyclable waste - Potential misuse or spillage of products | <ul style="list-style-type: none"> + Taxes and competitive wages and salaries + Attractive jobs + Integration, help to overcome social challenges + Global compliance systems and codes of conduct - Procurement of raw materials with risk of violation of, for example, social and environmental standards - Health and occupational safety risks - Restructuring measures such as personnel adjustments |
|---|---|---|



BASF

We address positive and negative impacts through:



In providing our customers with solutions to enable their green transformation, we want to grow profitably and create value.

⁸ Outcomes shows examples of impacts on our business and impacts that our activities may have on others, the environment and our business environment as well as the associated measures we take.

⁹ The results of our double materiality assessment are included in the presentation of external factors and impacts of our business activities. These are not shown in full here. A comprehensive explanation of the impacts, risks and opportunities identified as part of our double materiality assessment can be found in the BASF Report 2025 from page 163 onward.

Our Targets and Target Achievement 2025¹

For us, long-term business success means creating economic, ecological and social value, which is why we pursue measurable targets along the entire value chain. We report transparently on our progress in achieving these targets so that stakeholders can understand and evaluate our development.

Our objective is profitable growth – we have set ambitious targets for our EBITDA before special items, our cumulative free cash flow and our targeted return on capital employed (ROCE) by 2028. We continue to adhere to our shareholder distribution policy: We aim to keep the overall distribution to shareholders at least at prior-year levels through a combination of dividends and share buybacks.

We have also set ourselves comprehensive targets in the area of sustainability. For instance, regarding climate protection: We want to significantly reduce greenhouse gas emissions from our production processes (Scope 1)² and our energy purchases (Scope 2)² by 2030. At the same time, we are pursuing an ambitious target to reduce our specific raw materials-related emissions (Scope 3.1)³. Our long-term target is to achieve net zero for our Scope 1, Scope 2 and Scope 3.1 emissions by 2050. In addition, we want to advance sustainability in the supply chain in a targeted manner and are therefore focusing on improving the sustainability performance of suppliers with an increased risk.

With our “Winning Ways” strategy, we are continuing our efforts to steer our product portfolio even more toward sustainability. For this reason, we aim to further increase our sales of Sustainable-Future Solutions, defined as products that make a positive contribution to sustainability, by 2030. We are also aiming to increase sales of Loop Solutions – products that close or extend loops and thus support the transition to a more circular economy.

The health and safety of our employees and the protection of the environment are our highest priority. In the area of occupational and process safety, we focus on high severity injuries and incidents. We also advocate for the protection of water as a resource, the continuous improvement of water use efficiency and the reduction of emissions. We focus on our Verbund sites as well as on production sites in water stress areas.⁴

Furthermore, we strive to increase the number of women in leadership positions worldwide⁵ and to create a working environment in which our employees can thrive and perform at their best.

To underscore the importance of our targets, both the long-term and short-term variable compensation of the Board of Executive Directors and senior executives is linked to the achievement of selected financial and sustainability-related targets.

¹ With the exception of the financial targets and indicators specified as well as the Scope 1 and Scope 2 emissions, the contents of this chapter are not part of the statutory audit but are part of a separate audit with limited assurance.

² Scope 1 and Scope 2 (excluding the sale of energy to third parties). The emissions account for 96% of total Scope 1 and Scope 2 emissions in relation to the 2018 base year. The target includes greenhouse gases according to the Greenhouse Gas Protocol, which are converted into CO₂ equivalents (CO₂e). Scope 2 emissions are calculated using the market-based approach in accordance with the Greenhouse Gas Protocol. The target is aligned with limiting global warming to a global average of 1.5°C, and is thus science-based. It has not been externally audited.

³ Scope 3.1, raw materials excluding battery materials, excluding services and technical goods, excluding greenhouse gas emissions from BASF trading business. Future adjustment of the baseline in line with the Together for Sustainability guideline (TfS) possible depending on the availability of further primary data. The base year is 2022. For additional information on the calculation method, see BASF Report 2025, page 196.

⁴ We define water stress areas as regions in which more than 40% of the available water is used by industry, households and agriculture. Our definition is based on the Water Risk Atlas (Aqueduct 4.0) published by the World Resources Institute. For more information, see wri.org/aqueduct. Our water target also continues to take into account the sites that we identified as water stress sites in accordance with Pfister et al. (2009) prior to 2019, as well as water stress sites according to Aqueduct 3.0.

⁵ We strive to always act in accordance with the applicable local laws.

The following table shows our targets and the respective degree of achievement for the 2025 business year. Some targets and prior-year figures have been technically adjusted due to the planned divestiture of the automotive OEM coatings, automotive refinish coatings and surface treatment business units and are indicated accordingly.

Degree of target achievement 2025⁶

Profitable growth⁷

	Status 2025	Target
EBITDA before special items		
In the 2028 business year, we want EBITDA before special items to reach a value between €9 billion and €11 billion in moderate to good economic conditions. ⁷	€6.6 billion 2024: €7.2 billion ⁷	€9.0–11.0 billion⁷ 2028
Free cash flow		
Cumulative free cash flow is expected to be around €11 billion between 2025 and 2028. ⁷	€1.3 billion 2024: €0.7 billion	~€11.0 billion⁷ 2025–2028
Return on capital employed (ROCE)		
For the 2028 business year, we aim to achieve a return on capital employed (ROCE) of around 10%.	5.8% 2024: 5.1% ⁷	~10% 2028
Dividend per share		
We strive for a dividend per share of at least €2.25 annually.	€2.25⁸ 2024: €2.25	≥€2.25 2025–2028
Distribution to shareholders		
Between 2025 and 2028, we want to pay out a total of at least €12 billion to shareholders through dividends and share buybacks.	€2.4 billion⁹	≥€12 billion 2025–2028

⁶ With the exception of the financial targets and indicators specified as well as the Scope 1 and Scope 2 emissions, the contents of this chapter are not part of the statutory audit but are part of a separate audit with limited assurance.

⁷ The target figure (previously €10–12 billion) and the prior-year figure for EBITDA before special items (previously €7.9 billion), the prior-year figure for ROCE (5.1%) and the target figure for free cash flow (previously >€12 billion) have been technically adjusted as a result of the planned divestiture of the automotive OEM coatings, automotive refinish coatings and surface treatment business units.

⁸ Dividend proposed by the Board of Executive Directors for the 2025 business year

⁹ In 2025, around €2 billion in dividends for the 2024 business year was paid out to the shareholders of BASF SE and shares were repurchased for €355 million.

Effective climate protection

	Status 2025	Target
CO₂ emissions (Scope 1 and 2) We want to reduce our absolute CO ₂ emissions (Scope 1 and 2) by 25% by 2030 compared with 2018. ¹⁰	16.1 million metric tons CO₂e 2024: 17.0 million metric tons	16.4 million metric tons CO₂e 2030 2018: 21.9 million metric tons
CO₂ emissions (Scope 3.1) We want to reduce our specific Scope 3.1 emissions by 15% by 2030 compared with 2022. ¹¹	1.62 kg CO₂/kg raw material 2024: 1.58 kg	1.39 kg CO₂/kg raw material 2030 2022: 1.64 kg

Responsible procurement

	Status 2025	Target
Sustainability performance We are striving toward ensuring that annually, 80% of suppliers who underwent a sustainability evaluation during the reporting period, and who had inadequate results in a prior comparable evaluation, improve their sustainability performance.	77% 2024: 76%	80% 2030

More sustainable products

	Status 2025	Target
Sustainable-Future Solutions By 2030, we want to achieve more than 50% of BASF sales relevant for TripleS ¹² from products that make a positive contribution to sustainability.	48.5% 2024: 46.3%	>50% 2030
Loop Solutions By 2030, we aim to generate sales of €10 billion from products that contribute to the transition to a circular economy.	€5.8 billion 2024: €5.7 billion	€10 billion 2030

¹⁰ Scope 1 and Scope 2 (excluding the sale of energy to third parties). The emissions account for 96% of total Scope 1 and Scope 2 emissions in relation to the 2018 base year. The target includes greenhouse gases according to the Greenhouse Gas Protocol, which are converted into CO₂ equivalents (CO₂e). Scope 2 emissions are calculated using the market-based approach in accordance with the Greenhouse Gas Protocol. The target is aligned with limiting global warming to a global average of 1.5°C, and is thus science-based. It has not been externally audited.

¹¹ Scope 3.1, raw materials excluding battery materials, excluding services and technical goods, excluding greenhouse gas emissions from BASF trading business. Future adjustment of the baseline in line with the Together for Sustainability guideline (TfS) possible depending on the availability of further primary data. The base year is 2022. In 2025, we adjusted the calculation of Scope 3 emissions in category 3.1 due to increased availability of primary and secondary data. For additional information on the calculation method, see BASF Report 2025 from page 196 onward.

¹² The definition of the relevant portfolio and further information can be found in our TripleS manual at basf.com/en/sustainable-solution-steering.

Resource-efficient and safe production

	Status 2025	Target
High Severity Process Safety Incidents We have set ourselves a target of no more than 0.10 High Severity Process Safety Incidents (hsPSI) per 200,000 working hours worldwide by 2030. ¹³	0.04 hsPSI 2024: 0.03 hsPSI	0.10 hsPSI 2030
High Severity Work Process Related Injuries We have set ourselves a target of no more than 0.05 High Severity Work Process Related Injuries (HSI) per 200,000 working hours worldwide by 2030. ¹³	0.01 HSI 2024: 0.02 HSI	0.05 HSI 2030
Sustainable water management We aim to introduce sustainable water management at our production sites in water stress areas ¹⁴ and at our Verbund sites by 2030.	73% 2024: 65%	100% 2030

Employee engagement and women in leadership positions

	Status 2025	Target
Employee engagement We would like to create a work environment in which more than 80% of our employees feel that they can thrive and perform at their best at BASF.	77% 2024: 79%	>80%
Women in leadership positions We strive to increase the proportion of women in leadership positions with disciplinary responsibility to 30% worldwide by 2030. ¹⁵	29.9% 2024: 29.3%	30% 2030

¹³ Includes BASF employees, agency workers and contractors

¹⁴ We define water stress areas as regions in which more than 40% of the available water is used by industry, households and agriculture. Our definition is based on the Water Risk Atlas (Aqueduct 4.0) published by the World Resources Institute. For more information, see wri.org/aqueduct. Our water target also continues to take into account the sites that we identified as water stress sites in accordance with Pfister et al. (2009) prior to 2019, as well as water stress sites according to Aqueduct 3.0.

¹⁵ We strive to always act in accordance with the applicable local laws.

Sustainability

Our “Winning Ways” strategy revolves around our ambition 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 as well as our product and process innovations. Simultaneously, we are further developing our performance culture. We are systematically integrating sustainability topics into our strategy and business as well as into our assessment, steering and compensation systems. This principle is embedded in our corporate purpose: We create chemistry for a sustainable future.

We are committed to doing business in a responsible and respectful manner. Adherence to compliance standards is the foundation of responsible corporate governance – this is embedded in our CORE corporate values. With our comprehensive management and monitoring systems, we want to ensure that we act in accordance with the applicable laws and uphold our responsibility to the environment and society. We expect our business partners to comply with prevailing laws, regulations and internationally recognized principles.

To discuss critical issues and, if needed, develop solutions together, we seek dialog with stakeholders. We are involved in numerous sustainability initiatives to advance sustainability both in general and in relation to our value chain. We are involved in networks, interest groups and associations in order to better understand, among other things, requirements, trends and growth opportunities, and to contribute to the development of standards. We cooperate with partners along the value chain, for example in the chemical industry’s Together for Sustainability (TfS) initiative, and are involved in numerous networks such as the Ellen MacArthur Foundation, the WBCSD, the Global Battery Alliance and the Alliance to End Plastic Waste.

The acceptance and support of our stakeholders is crucial for our business success. BASF is therefore engaged in continuous dialog with employees, shareholders, suppliers, customers, members of civil society, nongovernmental organizations and international organizations. We can be contacted directly through our grievance mechanism, receive critical feedback in our advisory councils and in the dialog with civil society, and contribute to the communities at our sites.

Our Sustainability Strategy

For our customers’ green transformation, we supply them with products that contribute positively to sustainability, for example through their reduced carbon footprint.

Our reported sustainability targets apply worldwide and refer to the BASF Group as a whole. Our strategic approach covers the entire value chain, from the responsible sourcing of our raw materials to safety and resource efficiency in production all the way to more sustainable solutions for our customers.

As part of our strategy, we are channeling our efforts into high-growth markets. For example, we want to expand our organizational structure, production sites and R&D activities in China and India. We are continuously optimizing our organizational structures, production sites and R&D activities worldwide.

Our Verbund concept¹ is based on the integrated linking and steering of our plants. The Verbund creates more efficient value chains – ranging from basic chemicals to high value-added products – while enabling a more resource-efficient, carbon-optimized and reliably controllable production process. By-products from one facility are used as raw material elsewhere, for example. This saves raw materials and energy, avoids emissions, lowers logistics costs and leverages synergies. At the same time, the Verbund offers many opportunities to use renewable and recycled raw materials. Going forward, we want to better leverage this potential.

Sustainable steering of our product portfolio

The development of our product portfolio is a critical lever in assisting our customers with their green transformation. We particularly rely on our **TripleS method (Sustainable Solution Steering)**.

As part of the TripleS method, we categorize our product portfolio into five segments, taking sustainability-related aspects into account: Pioneer, Contributor, Standard, Monitored and Challenged. Initially, we review all products to identify any current or possible future negative impacts on sustainability topics. We consider minimum standards such as the BASF Code of Conduct, hazards and chemical exposure over the entire life cycle, expected regulatory trends and reputational risks for BASF. If our portfolio assessment identifies products with sustainability concerns, we classify them either as Monitored, or in case of significant concerns, as Challenged. Products identified as having no negative impacts are reviewed to determine whether they positively contribute to at least one of the following sustainability categories: climate change and energy, resource efficiency, circularity, pollution reduction, water protection, biodiversity, zero hunger and poverty, health and safety. At the same time, the product should not negatively impact any of the other sustainability categories in a significant way. Products where neither a positive contribution to nor a negative impact on sustainability has been identified are classified as Standard. Products where a positive contribution has been identified are classified as either Contributor or Pioneer depending on their contribution level compared with the market standard. 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.

We are continuing our efforts to steer our product portfolio even more toward sustainability with our “Winning Ways” strategy. By 2030, more than 50% of BASF’s sales relevant to TripleS are to be attributable to Sustainable-Future Solutions. We are generally phasing out all Challenged products within five years of their initial classification.

For more information on the sustainable steering of our product portfolio see BASF Report 2025 from page 157 onward.

¹ The Verbund concept is not a BASF policy or requirement and therefore also not a policy as defined by the ESRS.

Selected projects in the 2025 reporting year

Offshore wind farm in southern China: grid connection project completed; commissioning planned for 2026

Annual CO₂ reduction of around 7,000 metric tons at the Hannibal site in Missouri by optimizing process control at our incinerators

First commercial loopamid® plant commissioned

Our ambition:

We want to be the preferred chemical company to enable our customers' green transformation.



Upstream value chain

Procurement of renewable and recycled raw materials

Renewable energy

Supplier management

- Code of Conduct
- Sustainability-related evaluations
- Supplier CO₂ Management Program



Own production

Gradual implementation of new processes

- Feed-in of renewable, recycled and low-emission raw materials
- Emission reduction

Secure, efficient processes

- Operational excellence
- Integrated Verbund structure
- Smart technology & automation



Downstream value chain

Steering the product portfolio with the TripleS method

- More products with sustainability benefits: Sustainable-Future Solutions
- More products that close or extend loops: Loop Solutions

Our foundation:

Societal acceptance of our business activities (license to operate)

Our Business Year 2025

Results of Operations¹

In the 2025 business year, **sales** stood at €59,657 million, compared with €61,444 million in the previous year. Negative currency effects, mainly relating to the U.S. dollar, the Chinese renminbi and the Brazilian real, had a significant impact on sales. In a competitive market environment, prices fell in almost all segments; only the Surface Technologies and Nutrition & Care segments achieved price increases compared to the previous year. A significant increase in volumes in the Surface Technologies segment and slight volume growth in the Agricultural Solutions and Materials segments more than compensated for lower volumes in the Nutrition & Care, Industrial Solutions and Chemicals segments.

Sequential development of sales

Billion €



Factors influencing BASF Group sales

	Change in million €	Change in %
Volumes	940	1.5
Prices	-1,066	-1.7
Currencies	-1,864	-3.0
Acquisitions	–	–
Divestitures	-349	-0.6
Changes in the scope of consolidation	552	0.9
Total change in sales	-1,787	-2.9

EBITDA before special items² decreased by €686 million year on year to €6,554 million. This development resulted from the significant decline in earnings in the core businesses: EBITDA before special items declined in the Chemicals, Industrial Solutions, Materials and Nutrition & Care segments, mainly due to lower contribution margins; slightly higher fixed costs also dampened earnings in the Materials segment. Higher earnings in the standalone businesses partially offset the decline in the core businesses: The Surface Technologies segment improved EBITDA before special items mainly due to the significant increase in ECMS earnings as a result of fixed cost savings and reimbursements of production costs. In the Agricultural Solutions segment, earnings increased mainly due to an improved contribution margin. Earnings from Other decreased slightly compared to the previous year.

The **EBITDA margin before special items** was 11.0% compared with 11.8% in the previous year.

¹ The earnings figures up to and including income taxes show values excluding the discontinued coatings business. The 2024 figures have been restated.

² For an explanation of this indicator, see the reconciliation tables in Results of Operations in the BASF Report 2025 on page 51.

Sequential development of EBITDA before special items

Billion €



EBITDA³ amounted to €5,618 million following €6,211 million in the prior-year period.

Special items⁴ in EBITDA amounted to -€936 million in 2025. Special charges of €937 million for restructuring measures were incurred primarily in connection with the ongoing cost savings programs, particularly for the program focused on the Ludwigshafen site. Other charges and income of -€651 million mainly included expenses in connection with the sale of BASF's shares in the Nordlicht 1 and 2 wind farm projects and the conversion of the ERP system. Special income from divestitures, which mainly included gains from the sale of the Brazilian decorative paints business and from the food and health performance ingredients business had an offsetting effect.

Special items

Million €	2025	2024
Restructuring measures	-937	-521
Integration costs	9	2
Divestitures	643	-11
Other charges and income	-651	-500
Total special items in EBITDA	-936	-1,030
Impairments and reversals of impairments in special items	-318	-683
Total special items in EBIT	-1,253	-1,713

EBIT came in at €1,634 million, down on the prior-year figure by €176 million. Depreciation and amortization⁵ included in EBIT amounted to €3,984 million (previous year: €4,400 million). This included impairments of €404 million (including special items of €318 million), mainly in the Chemicals segment. In the prior year, impairments reported in EBIT amounted to €753 million, of which €683 million had been recognized as special items.

We use the indicator **return on capital employed (ROCE)** to measure our rate of return. In 2025, ROCE was 5.8% (2024: 5.1%).

³ For an explanation of this indicator, see the reconciliation tables in Results of Operations in the BASF Report on page 51.

⁴ Special items may arise from restructuring measures, the integration of acquired businesses, gains or losses resulting from divestitures and sales of shareholdings, impairments and other expenses and income that arise outside of ordinary business activities.

⁵ Depreciation and amortization of intangible assets and property, plant and equipment (including impairments and reversals of impairments), excluding depreciation and amortization or reversals of impairments attributable to the discontinued coatings business. Previous year's figures have been restated.

ROCE

Million €	2025	2024
EBIT BASF Group	1,634	1,810
– EBIT Other	-1,891	-1,328
EBIT of the segments	3,525	3,138
Cost of capital basis of segments, average of month-end figures	60,500	61,478
ROCE	5.8	5.1

Capital employed

Million €	2025	2024
Intangible assets	9,917	10,577
+ Property, plant and equipment	24,297	23,348
+ Integral companies accounted for using the equity method	1,383	1,614
+ Inventories	12,689	13,229
+ Accounts receivable, trade	9,956	10,553
+ Current and noncurrent other receivables and other assets ^a	2,003	2,144
+ Assets of disposal groups	254	13
Cost of capital basis of segments, average of month-end figures	60,500	61,478
+ Deviation from balances as of December 31	-2,847	-709
+ Assets not included in cost of capital basis	18,521	19,647
Assets of the BASF Group as of December 31	76,174	80,415

^a Including customer/supplier financing and other adjustments

Net Income from Shareholdings, Financial Result and Income after Taxes

The year-on-year increase in **net income from shareholdings** of €711 million was mainly due to the €655 million improvement in earnings of non-integral companies, accounted for using the equity method. This increase was due to net special income of €1,338 million, mainly in connection with reimbursements to Wintershall Dea GmbH, Kassel, Germany, arising from the federal guarantees for expropriated assets in Russia. In the prior year, special income of €390 million was incurred in connection with the transfer of assets from Wintershall Dea to Harbour Energy plc, London, United Kingdom.

The **financial result** improved by €52 million compared to the previous year, mainly due to lower net interest expenses from defined benefit plans and similar obligations in other financial results. The level of the interest result was almost the same as the previous year.

Overall, **income before income taxes** rose by €586 million in 2025 compared with the previous year to €2,447 million. Income tax expenses came in at €907 million (previous year: €573 million). The **tax rate** for 2025 was 37.1%, compared with 30.8% in the previous year. The relatively high tax rate in both years was mainly due to the nonrecognition of deferred tax assets on loss carryforwards. In addition, the disposal gain from the sale of the decorative paints business in Brazil was taxed at 34%.

Income after taxes from continuing operations amounted to €1,540 million (previous year: €1,288 million).

Income after taxes from discontinued operations, which included the business activities of automotive OEM coatings, automotive refinish coatings and surface treatment, which are planned for sale, amounted to €185 million (previous year: €165 million). The increase primarily resulted from higher income from operations, which in the previous year had been dampened by special expenses.

Income attributable to **noncontrolling interests** decreased by €48 million to €107 million, mainly due to lower earnings contributions from BASF TotalEnergies Petrochemicals LLC, Houston, Texas. Overall, this resulted in a **net income** of €1,619 million.

Earnings per share for 2025 amounted to €1.82 (previous year: €1.45).

Further Indicators of Results of Operations

We are using our most important financial key performance indicators, EBITDA before special items and free cash flow, to steer the BASF Group in the short and medium term. These are alternative performance measures (APMs) that are not defined by IFRS® Accounting Standards. As such, the methods of calculation may differ from those used by other companies.

Other alternative performance measures that we provide for investors, analysts and rating agencies to assess our performance include EBITDA, EBITDA margin before special items, adjusted earnings per share as well as net debt and capital expenditure.

EBITDA before special items

Million €	2025	2024
EBIT	1,634	1,810
- Special items	-1,253	-1,713
EBIT before special items	2,887	3,523
+ Depreciation and amortization	3,580	3,647
+ Impairments and reversals of impairments on property, plant and equipment and intangible assets before special items	86	70
Depreciation, amortization, impairments and reversals of impairments on property, plant and equipment and intangible assets before special items	3,667	3,717
EBITDA before special items	6,554	7,240
Sales	59,657	61,444
EBITDA margin before special items	11.0	11.8

EBITDA

Million €	2025	2024
EBIT	1,634	1,810
+ Depreciation and amortization	3,580	3,647
+ Impairments and reversals of impairments on property, plant and equipment and intangible assets	404	753
Depreciation, amortization, impairments and reversals of impairments on property, plant and equipment and intangible assets	3,984	4,400
EBITDA	5,618	6,211

Compared with earnings per share, adjusted earnings per share is adjusted for special items as well as amortization, impairments and reversals of impairments on intangible assets. Amortization of intangible assets primarily results from the purchase price allocation following acquisitions and is therefore of a temporary nature. The effects of these adjustments on income taxes and on noncontrolling interests are also considered. This makes adjusted earnings per share a suitable measure for making comparisons over time and predicting future profitability.

In 2025, **adjusted earnings per share** amounted to €2.24 (previous year: €3.51).

Adjusted earnings per share

Million €		2025	2024
Income after taxes		1,726	1,453
- Special items ^a		108	-1,327
+ Amortization, impairments and reversals of impairments on intangible assets		398	565
- Amortization, impairments and reversals of impairments on intangible assets contained in special items		1	61
- Adjustments to income taxes		48	196
- Adjustments to income after taxes from discontinued operations		-147	-227
Adjusted income after taxes		2,113	3,315
- Adjusted noncontrolling interests		116	183
Adjusted net income		1,997	3,132
Weighted average number of outstanding shares ^b	in thousands	891,742	892,522
Adjusted earnings per share	€	2.24	3.51

^a Includes special items in net income from shareholdings and in financial result of €1,361 million in the 2025 business year and €386 million in the 2024 business year.

^b Due to the share buyback program started in November 2025, the weighted average number of outstanding shares in the 2025 business year was 891,742,093 and 892,522,164 in the 2024 business year.

Sales and earnings

Million €		2025	2024	+/-
Sales		59,657	61,444	-2.9%
EBITDA before special items		6,554	7,240	-9.5%
Special items in EBITDA		-936	-1,030	9.1%
EBITDA		5,618	6,211	-9.5%
EBITDA margin before special items	%	11.0	11.8	.
Depreciation and amortization ^a		3,984	4,400	-9.5%
EBIT before special items		2,887	3,523	-18.1%
Special items in EBIT		-1,253	-1,713	-26.8%
EBIT		1,634	1,810	-9.7%
Income before income taxes		2,447	1,861	31.5%
Income after taxes		1,726	1,453	18.8%
Net income		1,619	1,298	24.7%
Earnings per share	€	1.82	1.45	25.1%
Adjusted earnings per share	€	2.24	3.51	-36.6%

^a Depreciation and amortization of property, plant and equipment and intangible assets (including impairments and reversals of impairments), excluding depreciation and amortization, impairments or reversals of impairments attributable to the discontinued coatings business; previous year's figures have been restated

Net Assets

Assets

Million €	December 31, 2025	December 31, 2024
Intangible assets	9,692	11,983
Property, plant and equipment	25,405	27,197
Integral investments accounted for using the equity method	1,746	2,399
Non-integral investments accounted for using the equity method	3,247	3,411
Other financial assets	1,055	1,165
Deferred tax assets	544	574
Receivables for income taxes	97	88
Other receivables and miscellaneous assets	2,702	2,366
Noncurrent assets	44,489	49,183
Inventories	12,168	13,681
Accounts receivable, trade	8,325	10,393
Receivables for income taxes	696	740
Other receivables and miscellaneous assets	3,762	3,256
Marketable securities	89	67
Cash and cash equivalents	2,670	2,914
Assets of disposal groups	3,973	181
Current assets	31,684	31,232
Total assets	76,174	80,415

Total assets amounted to €76,174 million as of December 31, 2025, around €4.2 billion below the prior year-end figure.

Noncurrent assets decreased by €4,694 million compared to the prior year-end figure, mainly as a result of reclassifications to the disposal group for the assets of the planned divestiture of the automotive OEM coatings, automotive refinish coatings and surface treatment business units (coatings disposal group) and currency effects. The decline in intangible assets was €2,290 million, of which €1,069 million was due to transfers to the disposal group and €740 million due to currency effects. Furthermore, amortization exceeded additions by €354 million.

The €1,792 million decline in property, plant and equipment was mainly due to negative currency effects (€1,569 million) and the reclassification of assets to the coatings disposal group (€1,042 million). This was offset by additions to property, plant and equipment of €4,665 million, which exceeded depreciation of €3,686 million. This included impairments of €414 million, mainly in the Chemicals segment.

The carrying amounts of the integral investments accounted for using the equity method decreased by €653 million compared to December 31, 2024, mainly due to the sale of BASF's shares in the Nordlicht 1 and 2 wind farm projects. The reason for the €164 million lower carrying amount of the non-integral investments accounted for using the equity method was primarily the lower carrying amount of Harbour Energy plc, London, United Kingdom, particularly as a result of currency effects and dividend payments. The carrying amount of Wintershall Dea was higher than at the end of the previous year, mainly due to positive income after tax; this was offset by dividend payments received.

The increase in noncurrent other receivables and miscellaneous assets of €336 million was largely attributable to higher defined benefit assets.

Current assets rose by €452 million to €31,684 million compared with the prior year-end.

Inventories declined by €1,513 million, mainly due to currency effects (€679 million) and transfers to the coatings disposal group (€535 million). The €2,068 million decline in trade accounts receivable was also mainly driven by reclassifications to the coatings disposal group (€764 million) and currency effects (€684 million).

Other receivables and miscellaneous assets increased by €506 million, mainly because of higher precious metal trading positions. Cash and cash equivalents were €243 million below the figure as of December 31, 2024.

The assets of disposal groups amounted to €3,973 million and included the assets of coatings. As of December 31, 2024, this figure included in particular the assets allocated to the food and health performance ingredients business, which was divested on September 30, 2025.

For more information on the composition of individual balance sheet items and their development, see the Notes to the Consolidated Financial Statements in the BASF Report 2025 from page 309 onward.

Financial Position

Equity and liabilities

Million €	December 31, 2025	December 31, 2024
Subscribed capital	1,142	1,142
Capital reserves	3,131	3,139
Retained earnings	29,931	30,883
Other comprehensive income	-1,009	435
Noncontrolling interests	1,143	1,284
Equity	34,338	36,884
Provisions for pensions and similar obligations	1,832	2,403
Deferred tax liabilities	953	1,005
Income tax provisions	401	335
Other provisions	1,854	1,883
Financial indebtedness	18,481	19,122
Other liabilities	1,903	1,744
Noncurrent liabilities	25,424	26,492
Accounts payable, trade	5,484	6,923
Provisions	3,693	3,320
Liabilities for income taxes	213	404
Financial indebtedness	2,608	2,639
Other liabilities	3,405	3,714
Liabilities of disposal groups	1,008	39
Current liabilities	16,411	17,039
Total equity and liabilities	76,174	80,415

Equity stood at €34,338 million, around €2,546 million below the figure as of December 31, 2024. Retained earnings declined by €952 million compared with the end of the previous year. Dividend payments to the shareholders of BASF SE of around €2 billion as well as share buybacks of €355 million were countered by a net income of €1,619 million. Other comprehensive income decreased by €1,444 million, mainly due to negative currency effects (€2,409 million); actuarial gains partially offset this.

At 45.1%, the equity ratio was slightly below the prior-year level (45.9%).

Noncurrent liabilities decreased by €1,068 million compared with the end of the previous year. Provisions for pensions and similar obligations decreased by €571 million, mainly due to higher interest rates; transfers to the coatings disposal group amounted to around €200 million.

Reclassifications to the disposal group were also a major factor in the €52 million decrease in deferred tax liabilities.

Other noncurrent provisions were almost at prior-year level. The reclassifications to the disposal group and to current provisions were almost completely offset by higher provisions, particularly for employee obligations.

The €642 million decrease in noncurrent financial indebtedness resulted primarily from the reclassification of two eurobonds with a combined carrying amount of around €1.5 billion and liabilities to banks of around €650 million from noncurrent to current financial indebtedness, the repayment of a €500 million loan, and interest and currency effects of around €330 million. By contrast, in China, a further €2.1 billion of the credit line for the construction of the Verbund site there was utilized and two new CNY bonds with a total equivalent value of around €360 million were issued.

Other noncurrent liabilities rose by €158 million compared with year-end 2024, mainly due to higher negative fair values of derivatives.

Current liabilities were €628 million below the 2024 year-end figure. The €1,438 million decline in trade accounts payable compared with the end of the previous year included reclassifications to the coatings disposal group amounting to €305 million.

By contrast, current provisions increased by €374 million, primarily due to higher provisions for restructuring measures and for variable compensation components.

Current financial indebtedness amounting to €2,608 million was almost at prior-year level: The scheduled repayment of four bonds and a private placement with a total carrying amount of around €1.7 billion, as well as the repayment of bank loans totaling around €360 million, were offset by the aforementioned reclassifications of around €2.2 billion.

The main reason for the €309 million decrease in other liabilities was the settlement of the liability relating to the aqueous film-forming foam multidistrict litigation in the United States in the first quarter of 2025.

Liabilities of the coatings disposal group stood at €1,008 million.

Net debt amounted to €18,329 million on December 31, 2025, and was therefore €452 million below the prior year-end figure.

For more information on the composition and development of individual balance sheet items, see the Notes to the Consolidated Financial Statements in the BASF Report 2025 from page 309 onward.

Net debt

Million €	December 31, 2025	December 31, 2024
Noncurrent financial indebtedness	18,481	19,122
+ Current financial indebtedness	2,608	2,639
Financial indebtedness	21,088	21,762
- Marketable securities	89	67
- Cash and cash equivalents	2,670	2,914
Net debt	18,329	18,781

Financing Policy and Credit Ratings

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 credit rating, which gives us 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 also ensure the financial flexibility to take advantage of strategic options.

BASF enjoys good credit ratings, especially compared with competitors in the chemical industry. Fitch confirmed its credit rating of A/F1/outlook stable on February 13, 2026. Moody's maintained its credit rating of A3/P-2/outlook stable on January 28, 2026. Standard & Poor's confirmed its credit rating of A-/A-2/outlook stable on December 12, 2025.

Statement of Cash Flows

Cash flows from operating activities amounted to €5,610 million in the 2025 business year, €1,336 million below the prior-year figure. The increased net income in 2025 included significantly higher noncash and reclassification items than in the previous year: In addition to higher equity-accounted income, this related in particular to income from divestitures, while depreciation and amortization was lower than in 2024.

In addition, the price-related increase in precious metal trading items, which is included in other operating assets, led to cash tied up of €715 million, compared with €476 million released in the previous year. This was offset by significantly higher dividends received from investments accounted for using the equity method, in particular from Wintershall Dea GmbH, Kassel, Germany. The change in provisions, especially for variable compensation components and severance payments, also led to a €767 million higher cash release than in 2024.

The change in net working capital resulted in a €303 million lower cash inflow in 2025 than in the previous year. The decline was mainly due to trade accounts payable. After €96 million had been released in the previous year, a reduction in liabilities in 2025 led to cash tied up of €736 million. This was offset by a stronger reduction in trade accounts receivable that was €488 million greater compared with the previous year.

Cash flows from investing activities amounted to -€3,208 million in the business year under review, after -€5,081 million in the previous year. The significant improvement was mainly due to lower payments made for property, plant and equipment and intangible assets, which were reduced from €6,198 million in the previous year to €4,267 million in 2025.

In addition, net cash inflows from acquisitions and divestitures increased by €997 million compared to the previous year. In the 2025 business year, payments received from divestitures totaled €871 million, relating in particular to the divestiture of the Brazilian decorative paints business and the sale of the food and health performance ingredients business. Payments made for acquisitions were recorded only to an immaterial extent in 2025. In the previous year, however, cash flows from investing activities included €202 million in payments made for acquisitions, in particular for the acquisition of production plants from the joint venture Shanghai Lianheng Isocyanate Co. Ltd., Shanghai, China, previously operated jointly with Huntsman.

In the 2025 business year, inflows and outflows for equity instruments were insignificant overall. In the previous year, payments of €1,725 million had been received in connection with the sale of the exploration and production business of Wintershall Dea GmbH (until September 23, 2024: Wintershall Dea AG) to Harbour Energy plc, London, United Kingdom. Payments made for the acquisition of equity instruments in the previous year mainly related to the shareholdings in the Nordlicht 1 and 2 wind farm projects.

Cash flows from financing activities amounted to -€2,416 million in the 2025 business year, below the prior-year figure of -€1,547 million. In the business year under review, additions to and repayment of financial and similar liabilities almost balanced each other out. In contrast, the increase in debt in the previous year led to a net cash inflow of €1,783 million.

Conversely, dividend payments to shareholders of BASF SE were €2,008 million, €1,026 million below the prior-year level. Dividends paid to noncontrolling shareholders also decreased significantly, falling by €171 million to €78 million.

The share buyback program launched in the fourth quarter of 2025 led to a cash outflow of €355 million.

Free cash flow, which remains after deducting payments made for property, plant and equipment and intangible assets from cash flows from operating activities, represents the financial resources remaining after investments. Due to the lower capital expenditures, free cash flow improved significantly compared to the previous year. In 2025, free cash flow was €1,342 million, compared to €748 million in 2024.

For more information on the statement of cash flows, see Note 26 to the Consolidated Financial Statements in the BASF Report 2025 from page 407 onward.

Statement of cash flows

Million €	2025	2024
Net income	1,619	1,298
Depreciation of property, plant and equipment and amortization of intangible assets	4,166	4,648
Changes in net working capital	57	360
Miscellaneous items	-232	639
Cash flows from operating activities	5,610	6,946
Payments made for property, plant and equipment and intangible assets	-4,267	-6,198
Acquisitions/divestitures	870	-127
Changes in financial assets and miscellaneous items	189	1,244
Cash flows from investing activities	-3,208	-5,081
Capital repayments and other equity transactions	-355	-46
Changes in financial and similar liabilities	25	1,783
Dividends	-2,086	-3,284
Cash flows from financing activities	-2,416	-1,547
Cash-effective changes in cash and cash equivalents	-15	318
Changes in cash and cash equivalents from foreign exchanges rates and changes in the scope of consolidation	-88	-21
Cash and cash equivalents at the beginning of the year ^a	2,921	2,624
Cash and cash equivalents at the end of the year^a	2,818	2,921

^a As of December 31, 2024, and December 31, 2025, the cash and cash equivalents in the statement of cash flows differ from the value in the balance sheet due to the existence of disposal groups. For more information, see the Notes to the Consolidated Financial Statements in the BASF Report 2025 from page 318 onward

Free cash flow

Million €	2025	2024
Cash flows from operating activities	5,610	6,946
– Payments made for property, plant and equipment and intangible assets	4,267	6,198
Free cash flow	1,342	748

Reconciliation of segment cash flow to free cash flow

Million €	2025	2024
Segment cash flow	2,998	2,063
+ Net income from shareholdings	1,313	602
+ Financial result	-500	-552
+ Income taxes ^a	-907	-573
+ Segment cash flow, net income from shareholdings, financial result and income taxes from discontinued operations	182	226
– Income after taxes attributable to noncontrolling interests	107	155
+ Changes in items included in the segment cash flow that are recognized under Other	-1,129	-1,637
+ Other items presented in the cash flows from operating activities ^b	-508	774
Free cash flow	1,342	748

^a The value corresponds to the amount reported in the statement of income and does not represent a cash flow.

^b For more information on the composition of the items, see Our Steering Concept in the BASF Report 2025 from page 29 onward.

Outlook 2026

Global economic development in 2026 will be determined by changes in trade policy conditions and ongoing geopolitical uncertainty. Temporary extraordinary effects from early orders and a corresponding buildup of inventories, which supported growth in the previous year, will not occur in 2026. The higher tariffs in the United States are redirecting the global flow of goods and leading to increasing competitive pressure in countries or regions with lower import barriers.

Against this background, we expect more subdued development of the global economy as well as industrial and chemical production in 2026. Our forecast for the BASF Group and its segments assumes that growth in global gross domestic product will be slightly lower and that of global industrial production will be significantly lower than the prior-year level. We expect a further decline in chemical production in the mature economies and weaker growth in the emerging markets. In China, growth will weaken but remain solid as demand from Chinese customer industries continues to grow, supported by exports. In the EU and the United States in particular, we expect a further decline in chemical production due to weak demand and, in the case of the EU, high import pressure. After automotive production increased significantly in 2025, we expect a slight decline in 2026.

Our planning was based on an average oil price of \$65 for a barrel of Brent crude and an exchange rate of \$1.20 per euro (for more information on the outlook on the economic environment in 2026, see BASF Report 2025, page 81 onward and for opportunities and risks, see page 90 onward).

Earnings and Free Cash Flow Forecast for the BASF Group¹

Forecast at Group level

Million €	2025	2026 forecast
EBITDA before special items	6,554	€6.2 billion to €7.0 billion
Cash flows from operating activities	5,610	€4.9 billion to €5.7 billion
– Payments made for property, plant and equipment and intangible assets	4,267	€3.4 billion
Free cash flow	1,342	€1.5 billion to €2.3 billion

The BASF Group expects **EBITDA before special items** of between €6.2 billion and €7.0 billion in 2026 (2025: €6.6 billion). The Nutrition & Care and Chemicals segments are likely to increase their earnings significantly, while Industrial Solutions expects a slight increase in earnings. In the Materials and Agricultural Solutions segments, we forecast slightly lower earnings due to currency effects. Surface Technologies' EBITDA before special items is predicted to be significantly below the 2025 level, mainly due to the absence of one-off effects in the Environmental Catalyst and Metal Solutions (ECMS) division.

We expect the BASF Group's **free cash flow** to be between €1.5 billion and €2.3 billion (2025: €1.3 billion). This is based on forecast cash flows from operating activities of between €4.9 billion and €5.7 billion, minus the expected payments made for property, plant and equipment and intangible assets in the amount of €3.4 billion.

¹ For EBITDA before special items and cash flow, "slight" represents a change of 0.1% to 10.0%, while "considerable" applies to changes of 10.1% and higher. "At prior-year level" indicates no change (+/-0.0%).

CO₂ Emissions Forecast for the BASF Group

CO₂ emissions are expected to be between 17.2 million metric tons and 18.2 million metric tons in 2026. We expect higher emissions compared to the previous year mainly due to the startup of the Verbund site in Zhanjiang, China, while production volumes at other production sites will remain almost unchanged. We will counteract this increase with targeted measures to reduce emissions, such as further increasing energy efficiency, optimizing processes and continuing the shift to electricity from renewable energies.

Capital Expenditures (Capex)

In 2026, the BASF Group is planning capital expenditures of around €3.3 billion (additions to property, plant and equipment excluding acquisitions, IT investments, restoration obligations and right-of-use assets arising from leases). As planned, these will be below the level of depreciation and amortization. For the four-year period from 2026 to 2029, we are planning capital expenditures totaling €13.0 billion, including around €0.8 billion for the new Verbund site in China. The investment volume in the next four years (2026-2029) will be considerably below that of the planning period 2025 to 2028 (€16.2 billion).

Distribution to Shareholders

BASF has set itself the target of distributing at least €12 billion to shareholders from 2025 to 2028 through a combination of dividends and share buybacks.

Specifically, the company intends to pay a dividend of at least €2.25 per share or around €2 billion each year. The proposed dividend¹ for the 2025 business year is consequently €2.25 per share (dividend for the 2024 business year: €2.25 per share). The total dividend distribution of at least around €8 billion over the four-year period will be supplemented by share buybacks of at least around €4 billion.

As announced as part of the “Winning Ways” strategy, share buybacks were planned to start in 2027 at the latest. In view of the cash inflows already received and still expected, in particular from portfolio measures, the Board of Executive Directors of BASF SE has resolved to buy back shares with a volume of up to €1.5 billion between November 2025 and the end of June 2026. This accelerated share buyback is part of the share buyback announced in September 2024 for a total of at least €4 billion by the end of 2028. BASF SE will redeem the repurchased shares and reduce the share capital accordingly.

Financing

BASF intends to significantly reduce its net debt. Maturities from outstanding bonds and bank loans will allow a significant reduction in debt in 2026. For the scheduled repayment of these liabilities, we expect cash outflows of around €2.2 billion in 2026. To optimize our maturity profile, we continue to have medium- to long-term corporate bonds and our global commercial paper program at our disposal.

BASF continues to strive for a single A credit rating, which ensures unrestricted access to financial and capital markets.

¹ Dividend proposed to the Annual Shareholders' Meeting

Ten-Year Summary

Ten-year summary

Million €	2016	2017	2018	2019	2020	
Key data						
EBITDA before special items	10,327	10,738 ^a	9,271 ^b	8,324	7,435	
EBITDA margin before special items	%	17.9	17.5 ^a	15.4 ^b	14.0	12.6
Cash flows from operating activities	7,717	8,785	7,939	7,474	5,413	
Free cash flow	3,572	4,789	4,045	3,650	2,284	
CO ₂ emissions	million metric tons	22.0	22.6	21.9	20.1	20.8
ROCE	%	–	15.4	12.0 ^b	7.7	1.7
Earnings per share	€	4.42	6.62	5.12	9.17	-1.15
Adjusted earnings per share	€	4.83	6.44	5.87	4.00	3.21
Return on assets	%	8.2	9.5 ^a	7.1	4.5	-1.2
Return on equity after tax	%	13.3	18.9	14.1	21.6	-2.8
Capital expenditures, depreciation and amortization						
Additions to property, plant and equipment and intangible assets	7,258	4,364	10,735	4,097	4,869	
of which property, plant and equipment	4,377	4,028	5,040	3,842	4,075	
Depreciation and amortization of property, plant and equipment and intangible assets	4,251	4,202	3,750	4,146	6,685	
of which property, plant and equipment	3,691	3,586	3,155	3,408	5,189	
Employees at year-end	113,830	115,490	122,404	117,628	110,302	
Personnel expenses	10,165	10,610	10,659	10,924	10,576	
Research and development expenses	1,863	1,843 ^a	1,994 ^b	2,158	2,086	

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

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

Ten-year summary

Million €	2021	2022	2023	2024	2025	
Key data						
EBITDA before special items	11,348	10,762	7,671	7,240 ^b	6,554	
EBITDA margin before special items	%	14.4	12.3	11.1	11.8 ^b	11.0
Cash flows from operating activities	7,245	7,709	8,111	6,946	5,610	
Free cash flow	3,713	3,333	2,715	748	1,342	
CO2 emissions	million metric tons	20.2	18.4	17.0 ^a	17.0	16.1
ROCE	%	13.7	10.0	4.5	5.1 ^b	5.8
Earnings per share	€	6.01	-0.70	0.25	1.45	1.82
Adjusted earnings per share	€	6.76	6.96	2.78	3.51	2.24
Return on assets	%	9.5	2.1	2.8	3.5 ^b	4.3
Return on equity after tax	%	15.6	-0.9	1.0	4.0 ^b	4.8
Capital expenditures, depreciation and amortization						
Additions to property, plant and equipment and intangible assets	4,881	4,967	6,006	6,826	4,787	
of which property, plant and equipment	4,410	4,842	5,864	6,694	4,665	
Depreciation and amortization of property, plant and equipment and intangible assets	3,678	4,200	4,941	4,648	4,163	
of which property, plant and equipment	3,064	3,549	4,062	3,978	3,687	
Employees at year-end	111,047	111,481	111,991	111,822	108,251	
Personnel expenses	11,097	11,400	10,950	11,241	12,299	
Research and development expenses	2,216	2,298	2,130	1,969^b	1,995	

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

^b The figures for 2024 were adjusted to reflect the presentation of the Coatings business as a discontinued operation.

Ten-year summary

Million €	2016	2017	2018	2019	2020
Statement of income					
Sales	57,550	61,223 ^a	60,220 ^b	59,316	59,149
EBITDA	10,526	10,765 ^a	8,970 ^b	8,185	6,494
EBIT	6,275	7,587 ^a	5,974 ^b	4,201	-191
Income before income taxes	5,395	6,882 ^a	5,233 ^b	3,302	-1,562
Income after taxes from continuing operations	–	5,592 ^a	4,116 ^b	2,546	-1,471
Income after taxes from discontinued operations	–	760 ^a	863 ^b	5,945	396
Income after taxes	4,255	6,352	4,979	8,491	-1,075
Net income	4,056	6,078	4,707	8,421	-1,060
EBIT before special items	6,309	7,645 ^a	6,281 ^b	4,643	3,560
Balance sheet (IFRS)					
Total assets	76,496	78,768	86,556	86,950	80,292
Noncurrent assets	50,550	47,623	43,335	55,960	50,424
of which intangible assets	15,162	13,594	16,554	14,525	13,145
of which property, plant and equipment	26,413	25,258	20,780	21,792	19,647
Current assets	25,946	31,145	43,221	30,990	29,868
of which inventories	10,005	10,303	12,166	11,223	10,010
of which accounts receivable, trade	10,952	10,801	10,665	9,093	9,466
of which cash and cash equivalents	1,375	6,495	2,300	2,427	4,330
Equity	32,568	34,756	36,109	42,350	34,398
Total liabilities	43,928	44,012	50,447	44,600	45,894
of which financial indebtedness	16,312	18,032	20,841	18,377	19,214
Appropriation of profits					
Net income of BASF SE ^c	2,808	3,130	2,982	3,899	3,946
Dividend	2,755	2,847	2,939	3,031	3,031
Dividend per share	€ 3.00	3.10	3.20	3.30	3.30
Number of shares at year-end	million	918.5	918.5	918.5	918.5

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

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

^c Calculated in accordance with German GAAP

Ten-year summary

Million €	2021	2022	2023	2024	2025
Statement of income					
Sales	78,598	87,327	68,902	61,444 ^a	59,657
EBITDA	11,355	10,748	7,180	6,211 ^a	5,618
EBIT	7,677	6,548	2,240	1,810 ^a	1,634
Income before income taxes	7,448	1,190	1,420	1,861 ^a	2,447
Income after taxes from continuing operations	6,018	-391	379	1,288 ^a	1,540
Income after taxes from discontinued operations	-36	-	-	165 ^a	185
Income after taxes	5,982	-391	379	1,453	1,726
Net income	5,523	-627	225	1,298	1,619
EBIT before special items	7,768	6,878	3,806	3,523 ^a	2,887
Balance sheet (IFRS)					
Total assets	87,383	84,472	77,395	80,415	76,174
Noncurrent assets	52,332	47,050	45,923	49,183	44,489
of which intangible assets	13,499	13,273	12,216	11,983	9,692
of which property, plant and equipment	21,553	22,967	24,080	27,197	25,405
Current assets	35,051	37,422	31,472	31,232	31,684
of which inventories	13,868	16,028	13,876	13,681	12,168
of which accounts receivable, trade	11,942	12,055	10,414	10,393	8,325
of which cash and cash equivalents	2,624	2,516	2,624	2,914	2,670
Equity	42,081	40,923	36,646	36,884	34,338
Total liabilities	45,301	43,550	40,750	43,532	41,836
of which financial indebtedness	17,184	19,016	19,268	21,762	21,088
Appropriation of profits					
Net income of BASF SE ^b	3,928	3,849	7,434	2,704	2,665
Dividend	3,072	3,035	3,035	2,008	1,990 ^c
Dividend per share	€ 3.40	3.40	3.40	2.25	2.25 ^d
Number of shares at year-end	million	918.5	893.9	892.5	892.5

^a The figures for 2024 were adjusted to reflect the presentation of the Coatings business as a discontinued operation.

^b Calculated in accordance with German GAAP

^c Based on the number of outstanding shares as of December 31, 2025 (892,522,164).

^d Dividend proposed to the Annual Shareholders' Meeting

Quarterly Statement Q1 2026 / Annual
Shareholders' Meeting 2026

Apr. 30, 2026

Half-Year Financial Report 2026

Jul. 29, 2026

Quarterly Statement Q3 2026

Oct. 28, 2026

Publication of BASF Report 2026

Feb. 26, 2027

Quarterly Statement Q1 2027 / Annual
Shareholders' Meeting 2027

Apr. 29, 2027



BASF supports the chemical industry's global
Responsible Care® initiative.

Contact

General inquiries

Phone: +49 621 60-0

Email: global.info@basf.com

Media Relations

Jens Fey, phone: +49 621 60-99123

Investor Relations

Dr. Stefanie Wettberg, phone: +49 621 60-48002

Internet

basf.com

Further information

You can find this and other BASF publications
online at basf.com/publications.

Forward-looking statements and forecasts

This report 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.
We do not assume any obligation to update the
forward-looking statements contained in this report
above and beyond the legal requirements.

- » Such risk factors include in particular those discussed in
Opportunities and Risks on pages 90 to 105 of the BASF Report
2025.
- » The BASF Report is available online at basf.com/report.