

# Annual Shareholders' Meeting 2020

June 18, 2020

Dr. Martin Brudermüller

Chairman of the Board of Executive Directors of BASF SE



We create chemistry



# Covid-19: Our “Helping Hands” aid campaign

## We take action at BASF.



Around 1 million liters of hand sanitizer produced



Outstanding effort by our employees



More than 100 million protective face masks procured and donated

# Thank you for your hard work!



# Covid-19: We protect our employees and keep our plants operating.



Home office and virtual communication with our customers



Protective measures at our sites and global coordination of production



Supply security thanks to our robust supply chains

# First quarter 2020: BASF shows resilience with diversified portfolio and financial solidity

**Sales**  
Million €



**+7%**

compared with Q1 2019

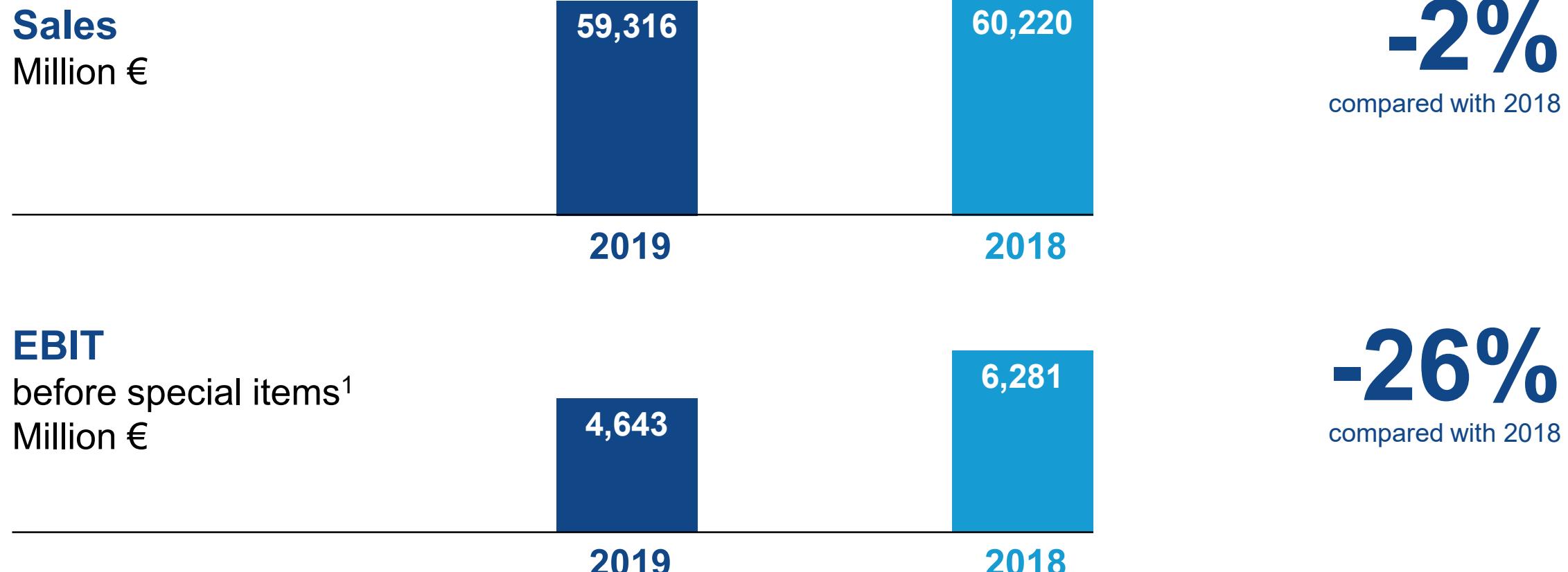
**EBIT**  
before special items  
Million €



**-6%**

compared with Q1 2019

# Our 2019 financial results



<sup>1</sup> The 2019 figures have been restated to reflect the reclassification of income from non-integral companies accounted for using the equity method to net income from shareholdings.

# Our 2019 financial results: We faced strong headwinds in our basic chemicals business



Chemicals



Materials

**9,532** million €  
**-18** %

**11,466** million €  
**-14** %

**Sales**  
compared with 2018

**791** million €  
**-50** %

**1,003** million €  
**-58** %

**EBIT before  
special items**  
compared with 2018

# Our 2019 financial results: Positive development in our downstream segments



Industrial  
Solutions



Surface  
Technologies



Nutrition & Care



Agricultural  
Solutions

8,389 million €  
-8 %

13,142 million €  
+17 %

6,075 million €  
+2 %

7,814 million €  
+27 %

**Sales**  
compared with 2018

820 million €  
+23 %

722 million €  
+17 %

793 million €  
+8 %

1,095 million €  
+49 %

**EBIT** before  
special items  
compared with 2018

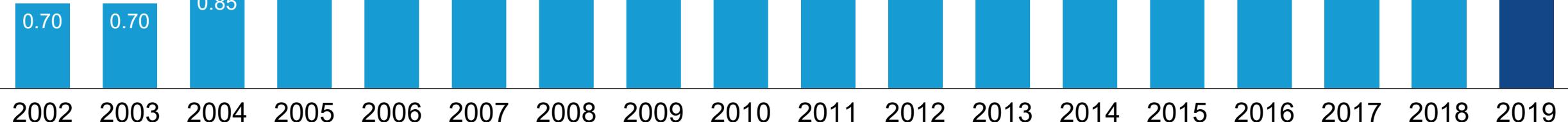
# BASF with increased dividend

## Proposed dividend

**€3.30** per share

2019 business year

€ per share



In 2019, we implemented  
our strategy in record time.



We sharpened  
our customer focus  
and reduced  
complexity.



# We accelerated our Excellence Program.

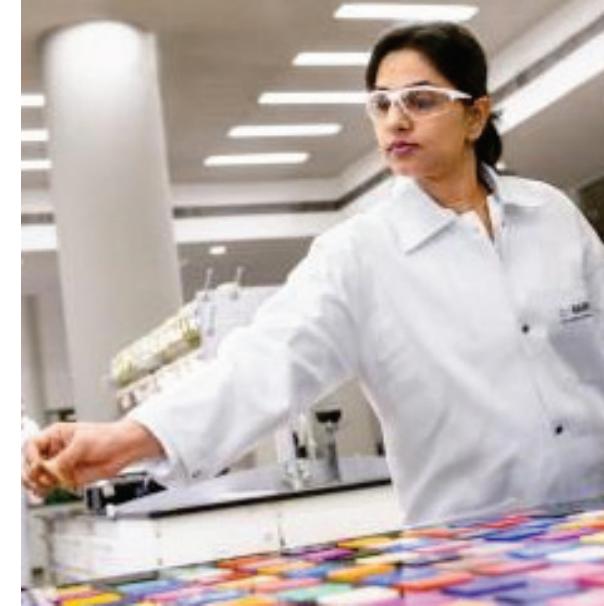
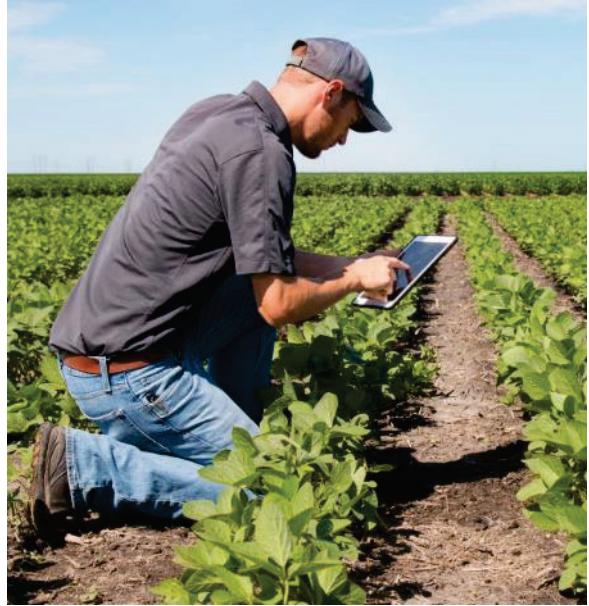
€2 billion annual EBITDA contribution from the end of 2021

	2019 (actual)	2020	2021
EBITDA-contribution <sup>1</sup>	€0.6 billion	€1.3–1.5 billion	€2.0 billion
One-time costs <sup>2</sup>	€0.5 billion	€0.3–0.4 billion	€0.05–0.15 billion

<sup>1</sup> Run rate   <sup>2</sup> One-time costs in the respective year



# We are rigorously further developing our portfolio.



**Bayer's seeds business**  
Integration of businesses  
acquired in 2018 completed

**Solvay's polyamide  
business**  
Acquisition closed  
on January 31, 2020

**Construction chemicals  
business**  
Sale to Lone Star; closing  
expected in Q3 2020<sup>1)</sup>

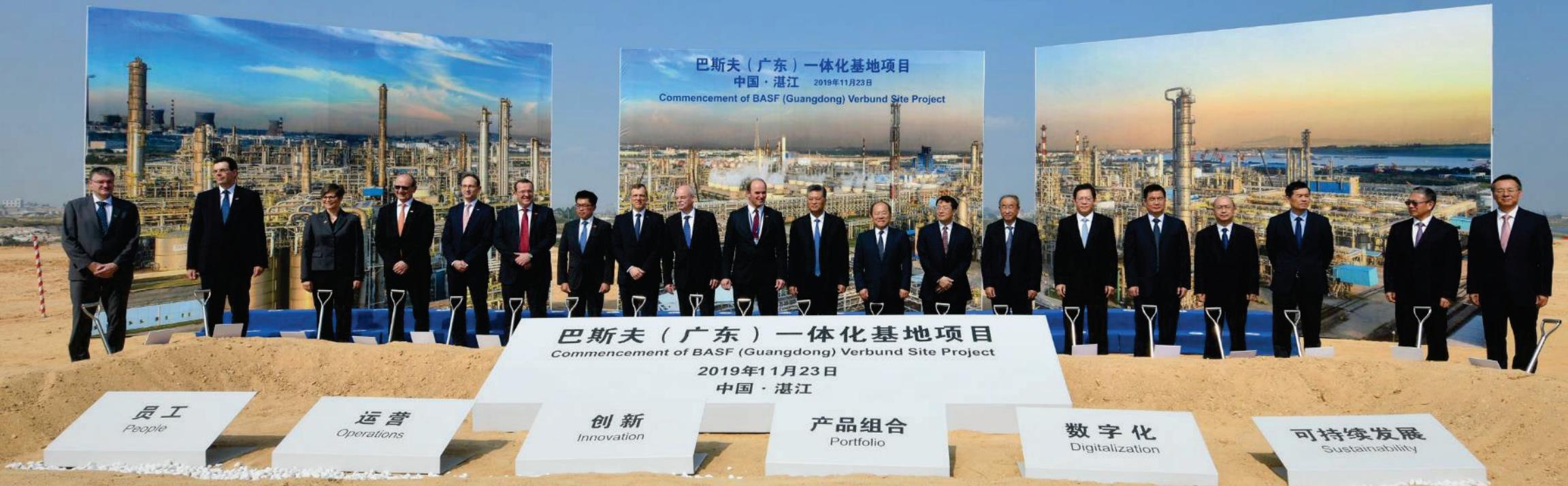
**Pigments business**  
Sale to DIC; closing  
expected in Q4 2020<sup>1)</sup>

<sup>1)</sup> Subject to the approval of the relevant competition authorities

We are rigorously further developing our portfolio:  
The Wintershall Dea merger has been completed.



# We are investing in organic growth: Ground-breaking ceremony in Guangdong in November 2019



With investments in Europe,  
we are strengthening our leading position  
in the battery materials market.



We are investing in plants  
in Schwarzeide  
and Harjavalta.

## OUR ASPIRATION:

Equip around 400,000  
electric vehicles per  
year with our  
cathode active materials.

# We are further developing our culture.



## OUR TARGET:

80% of employees say: “At BASF, I can thrive and perform at my best.”

79% of survey participants agreed with this statement in 2019.

## OUR TARGET:

By 2030, women  
should hold 30%  
of leadership  
positions at BASF.

We are further developing our culture and  
strengthening diversity in our leadership teams.





At BASF, sustainability has three pillars:  
Economic success, social responsibility and  
environmental protection



Reducing CO<sub>2</sub> emissions:  
We are doing pioneering  
work in our industry.

## OUR TARGET:

We want to grow  
CO<sub>2</sub>-neutrally until 2030  
while increasing  
production.

A photograph showing two men in white lab coats and blue gloves working in a large greenhouse. They are leaning over a long tray filled with small green seedlings, examining them closely. The background shows rows of similar trays and a large, modern greenhouse structure.

Our innovations help our customers  
to reach their sustainability goals.

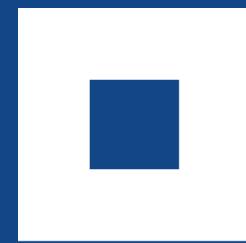
## OUR TARGET:

By the year 2025 we  
want to generate  
€22 billion in sales with  
Accelerator products.



With our innovations, we advance  
the circular economy.

**OUR  
ASPIRATION:**  
With our ChemCycling  
project, we want to  
manufacture products  
from chemically recycled  
plastic waste on an  
industrial scale.



**BASF**

We create chemistry