



We create chemistry

# BASF in Japan Report 2022





# Index

About this Report	2
BASF Group 2022 at a Glance	3
The BASF Group	4
BASF in the Regions	10
BASF in Asia Pacific	12
BASF in Japan	13
Major Contacts in Japan	19
Ten-Year-Summary	20

## Cover photo:

BASF TODA Battery Materials LLC, a joint venture between BASF and TODA KOGYO, manufactures and develops cathode active materials and precursors at its Onoda site in Yamaguchi Prefecture. With one of the world's largest calcination facilities for high nickel cathode active material, the Onoda site produces superior quality products using innovative and unique manufacturing processes to serve the global electric vehicle market.

## About this Report

The "BASF in Japan" Report is published annually as a concise document about the performance of our activities across the three dimensions of sustainability – economy, environment and society – in Japan. The reporting period for this publication is the financial year 2022. This report also carries an overview of BASF Group along with its financial performance, prepared in accordance with the requirements of the International Financial Reporting Standards (IFRS), and, where applicable, the German Commercial Code as well as the German Accounting Standards (GAS). The emissions, waste, energy and water use of consolidated joint operations are included pro rata, based on our stake. The employee numbers refer to employees within the BASF Group scope of consolidation as of December 31, 2022.

# BASF Group

## 2022 – At a glance

### Sales

**€87.3 billion**

(2021: €78.6 billion)

### EBIT before special items

**€6.9 billion**

(2021: €7.8 billion)

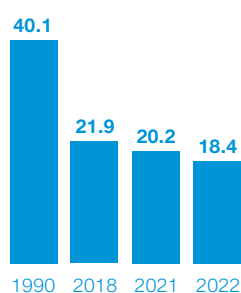
### ROCE

**10.0%**

(2021: 13.7%)

### Greenhouse gas emissions

(million metric tons of CO<sub>2</sub> equivalents)



### Capital expenditures (capex)

**€4.1 billion**

(2021: €3.4 billion)

### Employees at year-end

**111,481**

(2021: 111,047)

### Research and development expenses

**€2.3 billion**

(2021: €2.2 billion)

### Personnel expenses

**€11.4 billion**

(2021: €11.1 billion)

## Segment data



### Chemicals

Million €

Sales	2022	14,895
	2021	13,579
EBIT before special items	2022	1,956
	2021	3,092



### Surface Technologies

Million €

Sales	2022	21,283
	2021	22,659
EBIT before special items	2022	902
	2021	800



### Materials

Million €

Sales	2022	18,443
	2021	15,214
EBIT before special items	2022	1,840
	2021	2,418



### Nutrition & Care

Million €

Sales	2022	8,066
	2021	6,442
EBIT before special items	2022	618
	2021	497



### Industrial Solutions

Million €

Sales	2022	9,992
	2021	8,876
EBIT before special items	2022	1,091
	2021	1,006



### Agricultural Solutions

Million €

Sales	2022	10,280
	2021	8,162
EBIT before special items	2022	1,220
	2021	715

# The BASF Group

**At BASF, we create chemistry for a sustainable future. We combine economic success with environmental protection and social responsibility. Around 111,500 employees contribute worldwide to the success of our around 82,000 customers in nearly all sectors. Our customer portfolio ranges from major global customers and small and medium-sized enterprises to end consumers.**

## At a glance

**111,481**

Employees around the world

**239**

Production sites worldwide

- Six segments with eleven operating divisions
- Verbund structure ensures efficient and reliable production
- High-performance organization for greater customer proximity, increased competitiveness and profitable growth
- Around 82,000 customers are at the core of our strategy
- More than 70,000 Tier 1 suppliers

## Sites and Verbund

As one of the world's largest chemical companies, BASF is present in 91 countries. We operate 239 production sites worldwide – including Ludwigshafen, the world's largest integrated chemical complex owned by a single company. It was there, in 1865, that the foundation stone was laid for the Verbund concept, which remains a key strength of BASF today: Intelligently linking and steering our plants in a Verbund structure creates efficient value chains – from basic chemicals to high value added solutions such as coatings or crop protection products. The Verbund enables us to manage our production in a resource-efficient, carbon-optimized and reliable way. By-products from one facility are used as feedstocks elsewhere, for example. This saves us raw materials and energy, avoids emissions, lowers logistics costs and leverages synergies.

In addition to Ludwigshafen, Germany, BASF operates five other Verbund sites in Antwerp, Belgium; Freeport, Texas; Geismar, Louisiana; Kuantan, Malaysia; and Nanjing, China. Another Verbund site is being built in Zhanjiang in the southern Chinese province of Guangdong.

## Organization of the BASF Group

We steer our six segments along our value chains to address the needs of our customers with differentiated solutions and business strategies.

- **Chemicals:** The segment supplies BASF's other segments and customers with basic chemicals and intermediates.
- **Materials:** The segment offers advanced materials and their precursors for the plastics and plastics processing industries.
- **Industrial Solutions:** The segment develops and markets ingredients and additives for industrial applications.
- **Surface Technologies:** The segment offers chemical solutions for surfaces and automotive coatings, as well as battery materials and catalysts.
- **Nutrition & Care:** The segment produces ingredients and solutions for consumer applications such as human and animal nutrition, and home and personal care.
- **Agricultural Solutions:** The segment is an integrated provider of seeds, crop protection and digital solutions for the agricultural sector.

This segment structure enables us to steer our businesses in a differentiated way according to market-specific requirements and the competitive environment. We provide a high level of transparency around the results of our segments and show the importance of the Verbund and value chains to our business success. BASF aims to differentiate its businesses from their competitors and establish a high-performance organization to enable BASF to be successful in an increasingly competitive market environment.

The operating divisions, the service units, the regions and the corporate center are the cornerstones of the BASF organization. This organizational structure lays the foundation for customer proximity, competitiveness and profitable growth.

Our eleven divisions bear strategic and operational responsibility and are organized according to sectors or products. They manage the 52 global and regional business units and develop strategies for 72 strategic business units.

BASF's regional and national companies represent the Group locally and support the growth of business units with local proximity to customers. For financial reporting purposes, we organize the regional companies into four regions: Europe, North America, Asia Pacific, as well as South America, Africa and Middle East.

To strengthen our innovation capabilities, we reorganized our global research activities in 2022 and aligned them even more closely with the needs of our customers. As part of this, we integrated downstream research into the divisions and bundled activities with broad relevance for our customers in a research division. This division is globally positioned with research centers in Europe, North America and Asia Pacific.

Five service units provide competitive services for the operating divisions and sites: Global Engineering Services, Global Digital Services, Global Procurement, European Site & Verbund Management and Global Business Services (finance, human resources, environmental protection, health, safety and quality, intellectual

property, communications, procurement, supply chain and in-house consulting services).

We have driven forward the bundling of services and resources in the Global Business Services unit, making greater use of the digitalization of processes.

The Corporate Center supports the Board of Executive Directors in steering the company as a whole. These include central tasks from the following areas: strategy, finance and controlling, compliance and law, tax, environmental protection, health, safety and quality, human resources, communications, investor relations, corporate audit and the Net Zero Accelerator unit.

## Procurement and Sales Markets

BASF supplies products and services to around 82,000 customers<sup>1</sup> from various sectors in almost every country in the world. Our customer portfolio ranges from major global customers and small and medium-sized enterprises to end consumers.

We work with over 70,000 Tier 1 suppliers<sup>2</sup> worldwide. They supply us with important raw materials, chemicals, investment goods and consumables, and perform a range of services. Important raw materials (based on volume) include naphtha, liquid gas, natural gas, benzene and caustic soda.

### BASF sales by industry 2022

Direct customers

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

## Business and Competitive Environment

BASF's global presence means that it operates in the context of local, regional and global developments and a wide range of conditions. These include:

- Global economic and political environment
- Legal and political requirements (e.g. E.U. regulations)
- International trade agreements
- Industry standards
- Environmental agreements (e.g. E.U. Emissions Trading System)
- Social aspects (e.g. U.N. Universal Declaration of Human Rights)

BASF holds one of the top three market positions in around 80% of the business areas in which it is active. Our most important global competitors include Arkema, Bayer, Clariant, Corteva, Covestro,

Dow, Dupont, DSM, Evonik, Huntsman, Lanxess, SABIC, Sinopec, Solvay, Sumitomo Chemical, Syngenta, Wanhua and many hundreds of local and regional competitors. We expect competitors from Asia and the Middle East in particular to continue to grow in significance in the years ahead.

## Corporate Legal Structure

As the publicly listed parent company of the BASF Group, BASF SE takes a central position: Directly or indirectly, it holds the shares in the companies belonging to the BASF Group, and is also one of the largest operating companies. In the BASF Group Consolidated Financial Statements, 248 companies including BASF SE are fully consolidated. We consolidate nine joint operations on a proportional basis and account for 23 companies using the equity method.

 For more information on the companies belonging to the BASF Group, see [basf.com/en/corporategovernance](https://basf.com/en/corporategovernance)

<sup>1</sup> 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.

<sup>2</sup> 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. We want to be the most attractive partner for our customers to overcome challenges that can be solved with chemistry. Our customers are at the center of everything we do. With our products and technologies, our innovative and entrepreneurial spirit and the power of our Verbund integration, we want to grow profitably and at the same time, create value for society and the environment. This is our goal, which is embedded in our corporate purpose: We create chemistry for a sustainable future.**

Humankind is facing enormous challenges. 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 sustainable future. Chemistry plays a key role here. In almost all areas of life, it can pave the way to greater sustainability with innovative products and technologies and accelerate the change needed to achieve this. This belief is expressed in our corporate purpose: We create chemistry for a sustainable future.

Our mission and motivation is to grow profitably and make a positive contribution to society and the environment. For example, BASF's solutions help to protect the climate, avoid or recycle waste, use resources more efficiently, produce healthy and affordable food, and enable climate-smart mobility.

At the same time, we are undergoing profound changes. We need to transform our company, as we have done repeatedly in the more than 150-year history of BASF. This time, we are moving toward climate neutrality and the circular economy. This involves managing long-term policy decisions like the European Green Deal, overcoming the consequences of current geopolitical conflicts such as the war in Ukraine, and driving forward digitalization. All of this requires a clear vision as well as a high degree of creativity and flexibility.

Both long-term trends and short-term developments in an environment characterized by volatility and uncertainty are challenging for the chemical industry. At the same time, they also open up numerous opportunities for new business areas and innovative products.

We want to lead the way in the chemical industry and responsibly shape the change – with ambitious targets and a concrete roadmap: We are gradually switching our energy and raw materials supplies from fossil to renewable sources. We are adapting our Verbund structure to the new circumstances as the basis for resource-efficient, safe and reliable production. We are developing new, pioneering carbon-free and low-carbon production processes for our products. We are accelerating our innovation processes and deepening cooperation with customers, suppliers and other partners to develop high-performance products with a lower carbon footprint. We are developing recycling technologies for various waste streams to strengthen the circular economy. We are harnessing the many opportunities of digitalization across all areas of the company. We are systematically aligning our portfolio with growth areas and future

technologies, and are integrating sustainability into our value chains even more strongly. We create a working environment in which our employees can thrive and contribute to BASF's long-term success.

## Our Strategic Action Areas

BASF's strategic orientation is founded 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. The following six strategic action areas enable us to focus on our customers while strengthening our leading position in a competitive environment.

**Innovation** is the bedrock of our success. BASF is a leader in the chemical industry with around 10,000 employees in research and development and R&D spending of around €2.3 billion. We are expanding this position by strengthening our research activities, bringing research and development even closer together, and fostering cooperation.

We see **sustainability** as an integral part of our strategy as well as our targets, steering processes and business models. Our approach covers the entire value chain – from the responsible procurement of our raw materials and safety and resource efficiency in production to sustainable solutions for our customers.

## Good to know



## Our customers in focus

BASF supplies products and services to around 82,000 customers from almost all sectors and countries around the world. Our customers are mainly global and small and medium-sized companies, but also include end consumers. We are continually refining our organizational structure so that our operating divisions can flexibly address specific market and customer requirements and differentiate themselves from the competition. The operating divisions pursue different business strategies – from cost leadership in basic chemicals to tailored system solutions for specific customer applications. Above and beyond this, we are intensifying cooperation with our customers to jointly leverage innovation and growth potential. For instance, we have established around 60 strategic customer networks to address the needs of our most important customers even better and more quickly.

Our core business is the **production** and processing of chemicals. Our strength here lies in the Verbund. It opens up numerous synergies and advantages for us, for example in the development and application of new technologies. We are therefore continuing to invest in our Verbund structure. At the same time, we are strengthening our presence in growth regions in order to produce locally for the local markets and thus close to our customers.

## Our six strategic action areas

### Innovation, sustainability, production, digitalization, portfolio and employees

We want to leverage the diverse growth potential of **digitalization** and seize the associated opportunities to the benefit of our customers. To achieve this, we promote digital skills among our employees, cooperate with partners and make digital technologies and ways of working an integral part of our business.

Investments, acquisitions and divestitures play a key role in strengthening our **portfolio**. We are focusing on innovation-driven growth areas and sustainable technologies such as battery materials, polymer technologies and catalytic and biotechnological methods.

Our **employees** are key to BASF's success. That is why we believe that it is important to have an inspiring working environment that fosters and develops employees' individual talents and enables them and their teams to perform at their best.

## Our Values and Global Standards

We want to help change the world for the better. This is what drives us and is at the core of our corporate purpose. How we act is critical. BASF's four corporate values serve as a compass for us worldwide and are simultaneously an expression of our ambitions and our shared identity.

Together with our Code of Conduct and our global standards, our CORE values lay the foundation for responsible conduct and trust-based relationships with our stakeholders. They define how we want to work together – as a team, with our customers and our 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 and the two U.N. Human Rights Covenants
- The 10 principles of the U.N. Global Compact
- The core labor standards of the ILO and the Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy
- The OECD Guidelines for Multinational Enterprises
- The Responsible Care® Global Charter
- The German Corporate Governance Code

We stipulate binding rules for our employees with our standards and guidelines that apply throughout the Group. Our aim is to prevent compliance violations from the outset through compulsory training for all employees and special training for leaders. The Corporate Audit department continuously monitors compliance with requirements. We regularly assess our performance in environmental protection, health and safety as part of our Responsible Care Management System. We realize our responsibility to behave in accordance with international and social standards largely in three ways: through our Compliance Program, including our Code of Conduct and compliance hotlines, through close dialog with stakeholders and through the global management process to respect international labor norms. We pursue sustainability-oriented supply chain management and expect our business partners to comply with prevailing laws, regulations and internationally recognized principles. Here, too, we have established appropriate monitoring systems.

See [basf.com/humanrights](https://basf.com/humanrights) for more information on the Policy Statement on Human Rights and a comprehensive report on the implementation of due diligence in accordance with the requirements of the National Action Plan developed by the German government, and in accordance with the U.N. Guiding Principles on Business and Human Rights

For more information on the Human Rights Advisory Council, see [basf.com/human-rights-council](https://basf.com/human-rights-council)

For more information on labor and social standards, see [basf.com/labor\\_social\\_standards](https://basf.com/labor_social_standards)



## Our Targets and Target Achievement 2022

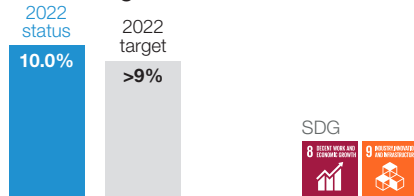
Our objective is profitable growth: We want to grow sales volumes faster than global chemical production, further increase our profitability, achieve a return on capital employed (ROCE) considerably above the cost of capital percentage and increase the dividend per share every year based on a strong free cash flow.

In addition to these financial targets, we have set ourselves broad sustainability targets. We want to significantly reduce our CO<sub>2</sub> emissions in the coming years and align our product portfolio even more strongly with climate protection and the circular economy. To achieve this, we are updating the methodology used to assess our product portfolio against defined sustainability criteria and will apply it for the first time in 2023. We are also working to strengthen sustainability in

our supply chains and use resources responsibly. We want to further improve safety in production. Furthermore, we aim to promote diversity within the company and create a working environment in which our employees feel that they can thrive and perform at their best.

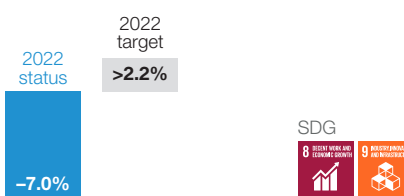
The objective of these targets is to steer our business into a more sustainable future, and at the same time, contribute to the United Nations' Sustainable Development Goals (SDGs). We are focusing here on issues that we as a company can influence – especially SDG 2 (Zero hunger), SDG 5 (Gender equality), SDG 6 (Clean water and sanitation), SDG 7 (Affordable and clean energy), SDG 8 (Decent work and economic growth), SDG 12 (Responsible consumption and production) and SDG 13 (Climate action).

### Profitable growth

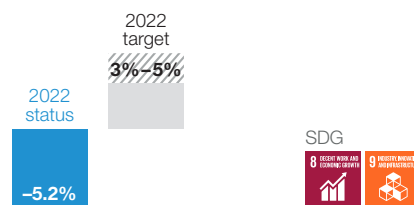


Most important key performance indicator

Achieve a **return on capital employed (ROCE)** considerably above the cost of capital percentage every year



Grow **sales volumes** faster than global chemical production every year

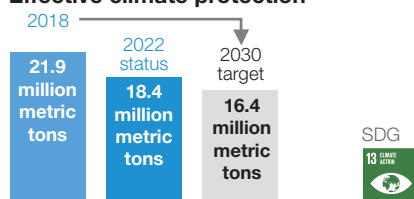


Increase **EBITDA before special items** by 3% to 5% per year



Increase the **dividend per share** every year based on a strong free cash flow

### Effective climate protection

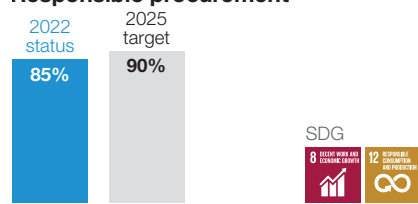


Most important key performance indicator

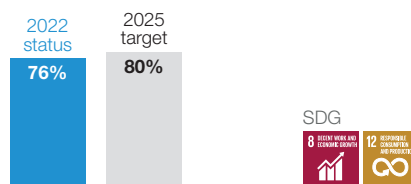
Reduce our absolute **CO<sub>2</sub> emissions²** by 25% by 2030 (baseline: 2018)



## Responsible procurement

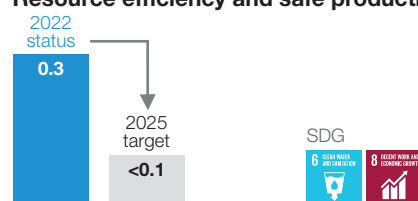


Cover 90% of our relevant spend with **sustainability evaluations** by 2025

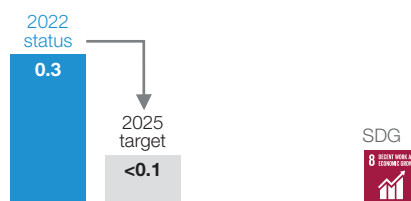


Have 80% of our suppliers improve their **sustainability performance** upon re-evaluation

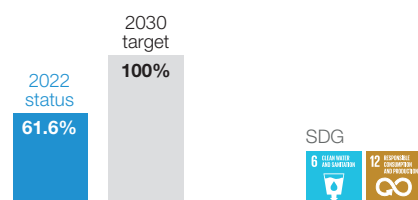
## Resource efficiency and safe production



Reduce worldwide **process safety incidents** per 200,000 working hours to  $\leq 0.1$  by 2025<sup>3</sup>

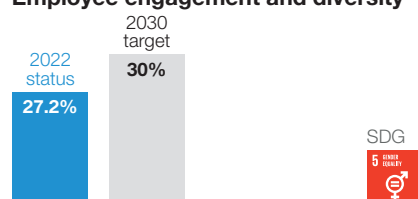


Reduce the worldwide **lost-time injury rate** per 200,000 working hours to  $\leq 0.1$  by 2025<sup>3</sup>

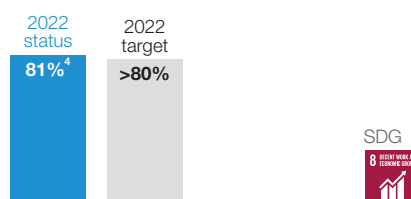


Introduce **sustainable water management** at our production sites in water stress areas and at our Verbund sites by 2030

## Employee engagement and diversity



Increase the proportion of **women in leadership positions** with disciplinary responsibility to 30% by 2030



More than 80% of our **employees** feel that at BASF, they can thrive and perform at their best

Reduction target

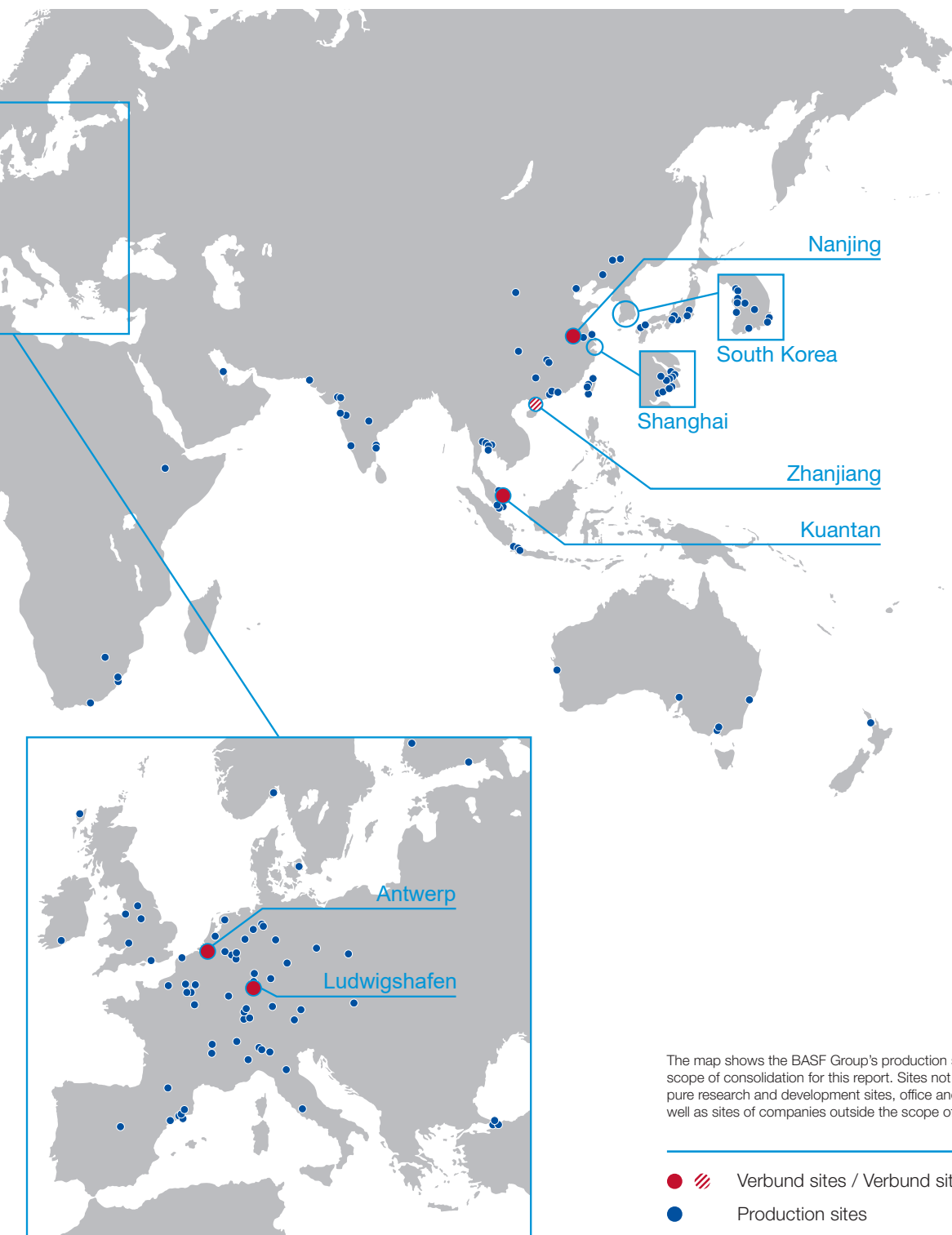
- 1 Dividend confirmed at the Annual Shareholders' Meeting.
- 2 Scope 1 and Scope 2 (excluding the sale of energy to third parties, including offsetting). The target includes greenhouse gases according to the Greenhouse Gas Protocol, which are converted into CO<sub>2</sub> equivalents (CO<sub>2</sub>e). The baseline year is 2018.
- 3 We will update the safety targets and report according to a new system in 2023.
- 4 We regularly calculate the employee engagement level. The most recent survey was conducted in 2022.

# BASF in the Regions

BASF Group sales 2022: €87,327 million

BASF Group employees 2022: 111,481

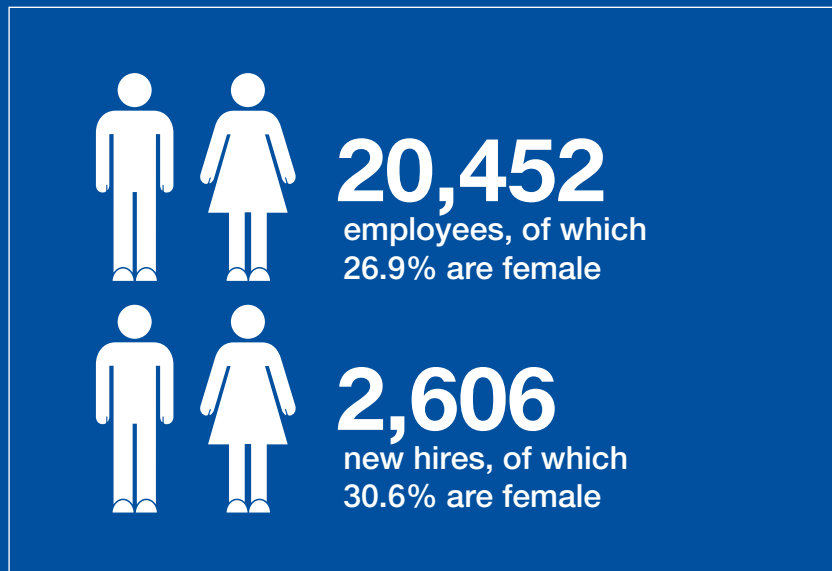
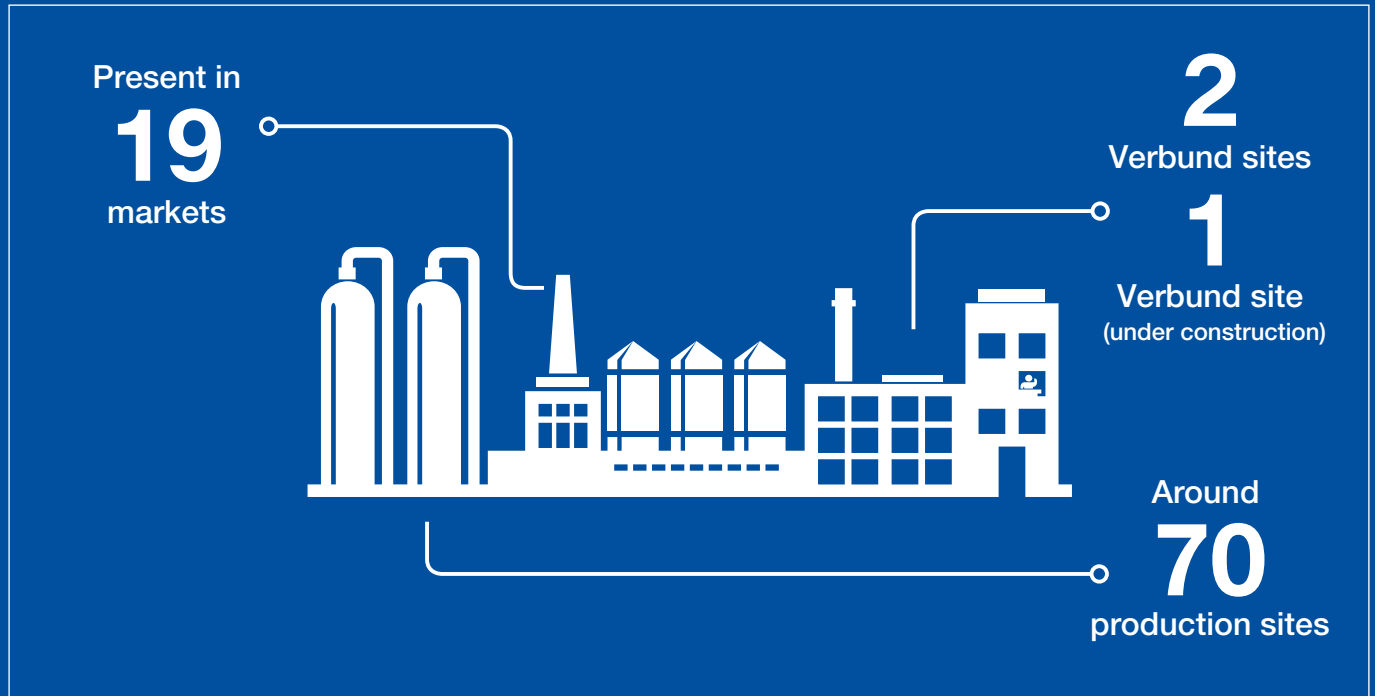




1 In 2022, by location of company  
 2 At year-end 2022

# BASF in Asia Pacific

## At a glance





# BASF in Japan

## At a Glance

**BASF has been a committed partner to Japan since 1888. Operating both production sites as well as research and development facilities in Japan, BASF contributes to the success of Japanese customers nationwide as well as globally by providing products and solutions to nearly all industries. These include the automotive, construction, pharmaceutical, medical, electronics, electric, packaging, home and personal care, agriculture and food industries.**

BASF's relationship with Japan stretches back to the Meiji era, when our Indigo Pure BASF dyes were imported for Japan's traditional, navy blue "Kon-Gasuri" pattern. Color Chemie Trading Co., Ltd., the precursor of BASF Japan Ltd., was established in 1949.

Today, BASF operates 6 production sites nationwide. In Totsuka, we produce and develop coating solutions for automotive companies; in Kitatone, we produce and develop emollients and waxes for personal care; in Kasumi, we produce and develop thermoplastic polyurethanes (TPU); and in Rokuromi we produce and develop dispersions and resins. In addition, BASF Metals Japan K.K. trades in precious metals as part of its catalyst business.

BASF collaborates closely with Japanese partners. These partnerships include BASF TODA Battery Materials LLC, a joint venture with TODA KOGYO CORP., which produces and sells lithium ion battery materials. We also maintain BASF INOAC Polyurethanes Ltd., a joint venture with INOAC Corporation, for polyurethane materials, systems, elastomers, and N.E. Chemcat Corporation, a joint venture with Sumitomo Metal Mining Co., Ltd., for our catalysts business.

In the area of research and development (R&D), Japan plays an important role in BASF's global network. BASF's Yokohama Innovation Center is the location of the Engineering Plastic Innovation Center and our Creation Center. Rokuromi R&D Center for dispersions and resins applications is located in Yokkaichi. BASF also operates AgSolution Farm Naruto, an agricultural solution research farm for crop protection products.



Onoda site of BASF TODA Battery Materials LLC, which produces and sells lithium ion battery materials.



AgSolution Farm Naruto, a research farm for agricultural solutions.



Creation Center that offers ideas relating to materials and design.

## BASF sites in Japan

- BASF Japan Headquarters
- Production sites
- R&D / Technical centers



- Yokkaichi, Rokuromi site / BASF Japan
- Yokkaichi, Kasumi site / BASF Japan
- Onoda site / BASF TODA Battery Materials
- Kitakyushu site / BASF TODA Battery Materials

- Kitatone site / BASF Japan
- AgSolution Farm Naruto / BASF Japan
- Yokohama Innovation Center / BASF Japan
- Totsuka site / BASF Japan

Sales in 2022 (by location of customer)

Around €2.6 billion

Employees (as of December 31, 2022)

923

## Major Sites

### BASF Japan Ltd. – Totsuka site

---

- Established in 1964
- Produces and develops automotive OEM coatings

### BASF Japan Ltd. – Kitatone site

---

- Established in 1970
- Produces and develops emollients and waxes

### BASF Japan Ltd. – Kasumi site

---

- Established in 1989
- Produces and develops thermoplastic polyurethanes (TPU)

### BASF Japan Ltd. – Rokuromi site

---

- Established in 1963
- Produces and develops dispersions and resins

### BASF TODA Battery Materials LLC – Onoda site

---

- Established in 2003
- Produces and develops cathode materials and precursors

### BASF TODA Battery Materials LLC – Kitakyushu site

---

- Established in 2002
- Produces cathode materials

### BASF Japan Ltd. – Yokohama Innovation Center

---

#### Engineering Plastic Innovation Center

- Established in 2012
- Provides technical support for engineering plastics

#### Creation Center

- Opened in 2019<sup>1</sup>
- Offers ideas relating to materials and design

### BASF Japan Ltd. – AgSolution Farm Naruto

---

- Opened in 2017
- Conducts field trials under actual farming conditions for crop protection

<sup>1</sup> designfabrik® Tokyo was opened in 2014 and was relaunched as Creation Center.

## Solutions for Japan's Major Industries

**BASF's activities in Japan include activities from all global business segments: Chemicals, Materials, Industrial Solutions, Surface Technologies, Nutrition & Care and Agricultural Solutions. With this broad business portfolio, BASF provides products and solutions to nearly all industries, including the automotive, construction, pharmaceutical, medical, electronics, electric, packaging, personal and home care, agriculture and food industries – contributing to the success of Japanese customers nationwide as well as globally.**

### Automotive industry

BASF is the world's largest automotive supplier in the chemical industry. Also in Japan, we provide a wide range of products for all applications, from e-mobility to interior and exterior applications, as well as a diverse set of solutions to reduce the environmental impact of manufacturers.



BASF automotive solutions contribute to e-mobility, lightweight construction, heat management, fuel efficiency and emissions reduction as well as other innovations.

#### BASF products for the automotive industry include:

Engineering plastics and plastic additive for parts surrounding the engine, interiors/exterior, e-mobility and suspensions, battery materials for lithium-ion batteries, polyurethane for car interior parts, damping materials inside suspensions coolant and brake fluids, gasoline fuel additives, automotive coatings, refinishing coatings, automotive catalysts, additives for lubricating oil, etc.

For solutions for other industries, please refer to this link



## Sustainability at BASF

For more information on BASF's commitment to sustainability, please scan the code.



### Construction industry

BASF provides solutions that make construction faster and more efficient and contribute to sustainable buildings by increasing labor efficiency, reducing energy consumption, increasing the lifespan and durability of buildings.



BASF provides innovative solutions that support sustainable building for the construction industry.

#### BASF products for the construction industry include:

Thermal insulation material, acoustic absorbent, high-performance polyamide, light stabilizers, plastic additives, wetting agent, dispersion, etc.

### Pharmaceutical and medical device industry

In light of Japan's changing demographics and governmental policy for healthcare, BASF is working to develop products that contribute to the growing needs of the medical and health industries. In addition to providing active pharmaceutical ingredients and innovative excipients to make drug delivery and drug and biologics manufacturing safer and more sustainable, BASF is also active in the medical, health management and nursing fields.



BASF supports innovations in medication and health management.

#### BASF products for the pharmaceutical and medical device industry include:

Active pharmaceutical ingredients and excipients: chemical raw materials including building blocks, reagents, boranes as well as alcoholates, protective-groups, solvents and high-purity iron salts and catalysts, adhesives for medical plaster, etc.



## Electronics, electric and information industries

With Japan as an international leader in electronics, BASF provides a wide variety of products in this area, such as solutions for display monitors as well as cutting-edge innovations for digitalization and clean energy, through sensors and information processing devices.



BASF offers a spectrum of solutions to the electronics industry to help achieve sustainability and innovation goals.

### BASF products for the electronics, electric and information industries include:

Materials for displays: Photoinitiators for color filters, reactive liquid crystal monomers for optical film and photo alignment film formulation, and plastic additives; materials for infrastructure, such as lubricating oils for electric machinery and hydraulic oil, and metalworking additives; materials for electronic components, such as engineering plastics; as well as near infrared (NIR) sensor and NIR spectroscopy solutions.

## Packaging industry

BASF provides products for packaging materials to lock in freshness and make foods last longer, as well as materials that contribute to new designs and weight reduction. BASF also produces certified, fully-compostable polymers for packaging and contributes to sustainable packaging applications.



New developments in packaging are supported by BASF solutions.

### BASF products for the packaging industry include:

Materials for recyclable and compostable packaging such as compostable plastics, internal coating agents to replace laminates, and additive package for mechanical recycling for polyolefins.

## Personal care and home care industries

BASF provides products that are essential for everyday items, including skincare, hair care products and laundry detergents, to keep daily lives comfortable.



BASF products are essential to daily life.

### BASF products for the personal care and home care industries include:

Raw materials for skincare and hair care cosmetics, such as surfactants, polymers, emollients, and ultraviolet filters, as well as materials for home care and industrial-use cleansers, such as surfactants, dispersing ingredients, chelating agents, biocides, optical effect products, stabilizers, enzymes, etc.

## Agriculture and food industries

BASF is supporting Japan's agriculture and food industries, from the production process with agricultural solutions that make efficient crop protection possible, to enhanced human nutrition with vitamins to supplement nutrients, as well as additives for animal feed that make animal husbandry more sustainable.



BASF works with growers and cooperative associations throughout Japan.

### BASF products for the agriculture and food industries include:

Fungicides, insecticides, herbicides and xarvio® digital farming solutions for agriculture, as well as a range of solutions for human and animal nutrition, etc.

# Key Data 2022 of BASF in Japan

		2022	2021	2020
<b>Financial Results</b>				
Sales	million €	2,585	2,092	1,712
<b>Employees (as of December 31)</b>				
Number of employees		923	920	955
Number of apprentices		–	–	–
Employee age structure				
Up to and including 25 years	%	1.4	1.8	1.7
Between 26 and 39 years	%	27.0	25.9	26.3
Between 40 and 54 years	%	50.5	52.0	52.7
55 years and older	%	21.1	20.3	19.4
Gender				
Women	%	22.0	21.5	21.2
Men	%	78.0	78.5	78.8
<b>Donations and Sponsoring</b>				
Total spend	€	112,138	4,000	46,000
<b>Energy<sup>1</sup></b>				
Electricity consumption	MWh	115,784	110,850	103,641
Steam supply	MWh	20,344	19,825	83,034
Fuel consumption (central power plants and boiler)	MWh	9,603	9,787	13,501
<b>Emissions to air<sup>1</sup></b>				
Greenhouse gas emissions	metric tons of CO <sub>2</sub> equivalents	47,895	51,168	82,916
Air pollutant (without CH <sub>4</sub> )	metric tons	29.43	30.52	29.73
<b>Water<sup>1</sup></b>				
Emissions to water: organic substances (COD)	metric tons	0.86	0.62	1.27
Emissions to water: nitrogen	metric tons	0.13	0.21	0.40
Emissions to water: phosphorus	metric tons	0.04	0.03	0.05
Emissions to water: heavy metals	metric tons	0.49	0.00	0.00
Water supply	million cubic meters	0.41	0.38	0.50
Water used for production	million cubic meters	0.37	0.35	0.41
Water used for cooling	million cubic meters	8.62	0.03	8.70
<b>Waste<sup>1</sup></b>				
Total waste generated	metric tons	5,438	5,724	9,811
Waste recovered	metric tons	4,192	4,276	4,357
Waste disposed of	metric tons	1,246	1,448	5,454
<b>Occupational safety<sup>1</sup></b>				
Lost-time injury rate (BASF employees, leased personnel and contractors)	per 200,000 working hours	0.08	0.07	0.07
Fatalities (total)		0	0	0
<b>Process safety<sup>1</sup></b>				
Process Safety Incidents (PSIs)	per 200,000 working hours	0.08	0.22	0.07

<sup>1</sup> The comparative figure for 2020 has been restated in alignment with the Corporate Report consolidation rules and change of calculation method to GHG Protocol 5th Assessment Review instead of 4th in the 2020 report.

# Major Contacts in Japan

## **BASF Japan Ltd.**

Head office  
OVOL Nihonbashi Building 3F, 3-4-4  
Nihonbashi Muromachi, Chuo-ku, Tokyo 103-0022, Japan  
Tel: +81-3-5290-3000  
Fax: +81-3-5290-3333

## **BASF Metals Japan Ltd.**

Head office  
Atago Green Hills Mori Tower 24F, 2-5-1  
Atago, Minato-ku, Tokyo 105-6290, Japan  
Tel: +81-3-3578-6661  
Fax: +81-3-5425-7481

## **BASF TODA Battery Materials LLC**

Head office  
1-1-1 Shinoki, Sanyoonoda-shi,  
Yamaguchi 756-0847, Japan  
Tel: +81-836-55-1011  
Fax: +81-836-55-1014

## **BASF INOAC Polyurethanes Ltd.**

Head office / plant  
1-196 Hongudo, Kawada, Shinshiro-shi, Aichi 441-1347, Japan  
Tel: +81-536-23-5511  
Fax: +81-536-23-0300

## **N.E. Chemcat Corporation**

Head office  
World Trade Center Building South Tower 27F, 2-4-1  
Hamamatsu-cho, Minato-ku, Tokyo 105-5127, Japan  
Tel: +81-3-3435-5490  
Fax: +81-3-3435-5484

For details regarding other sites please refer to this link



## **Further information**

You can find this and other BASF publications online at basf.com. For easy access to the webpage, please scan the code below with your smartphone app.



## **Publisher:**

Communications Services Japan, BASF

## **Contact**

### **BASF Japan Ltd. Communications Services**

OVOL Nihonbashi Building 3F,  
3-4-4 Nihonbashi Muromachi, Chuo-ku,  
Tokyo 103-0022, Japan  
Tel: +81-3-5290-3000



BASF supports the worldwide Responsible Care initiative of the chemical industry.

# Ten-Year-Summary

Million €

	2013 <sup>a</sup>	2014	2015	2016	2017	2018	2019	2020	2021	2022
<b>Statement of income</b>										
Sales	73,973	74,326	70,449	57,550	61,223 <sup>b</sup>	60,220 <sup>c</sup>	59,316	59,149	78,598	87,327
Income from operations (EBIT)	7,160	7,626	6,248	6,275	7,587 <sup>b</sup>	5,974 <sup>c</sup>	4,201	-191	7,677	6,548
Income before income taxes	6,600	7,203	5,548	5,395	6,882 <sup>b</sup>	5,233 <sup>c</sup>	3,302	-1,562	7,448	1,190
Income after taxes from continuing operations	-	-	-	-	5,592 <sup>b</sup>	4,116 <sup>c</sup>	2,546	-1,471	6,018	-391
Income after taxes from discontinued operations	-	-	-	-	760 <sup>b</sup>	863 <sup>c</sup>	5,945	396	-36	-
Income after taxes	5,113	5,492	4,301	4,255	6,352	4,979	8,491	-1,075	5,982	-391
Net income	4,792	5,155	3,987	4,056	6,078	4,707	8,421	-1,060	5,523	-627
Income from operations before depreciation and amortization (EBITDA)	10,432	11,043	10,649	10,526	10,765 <sup>b</sup>	8,970 <sup>c</sup>	8,185	6,494	11,355	10,748
EBIT before special items	7,077	7,357	6,739	6,309	7,645 <sup>b</sup>	6,281 <sup>c</sup>	4,643	3,560	7,768	6,878
<b>Capital expenditures, depreciation and amortization</b>										
Additions to property, plant and equipment and intangible assets	7,726	7,285	6,013	7,258	4,364	10,735	4,097	4,869	4,881	4,967
of which property, plant and equipment	6,428	6,369	5,742	4,377	4,028	5,040	3,842	4,075	4,410	4,842
Depreciation and amortization of property, plant and equipment and intangible assets	3,272	3,417	4,401	4,251	4,202	3,750	4,146	6,685	3,678	4,200
of which property, plant and equipment	2,631	2,770	3,600	3,691	3,586	3,155	3,408	5,189	3,064	3,549
<b>Number of employees</b>										
	112,206	113,292	112,435	113,830	115,490	122,404	117,628	110,302	111,047	111,481
<b>Personnel expenses</b>										
	9,285	9,224	9,982	10,165	10,610	10,659	10,924	10,576	11,097	11,400
<b>Research and development expenses</b>										
	1,849	1,884	1,953	1,863	1,843 <sup>b</sup>	1,994 <sup>c</sup>	2,158	2,086	2,216	2,298
<b>Key data</b>										
Earnings per share	€ 5.22	5.61	4.34	4.42	6.62 <sup>b</sup>	5.12	9.17	-1.15	6.01	-0.70
Adjusted earnings per share	€ 5.31	5.44	5.00	4.83	6.44 <sup>b</sup>	5.87	4.00	3.21	6.76	6.96
Cash flows from operating activities	8,100	6,958	9,446	7,717	8,785	7,939	7,474	5,413	7,245	7,709
EBITDA margin	% 14.1	14.9	15.1	18.3	17.6 <sup>b</sup>	14.9 <sup>c</sup>	13.8	11.0	14.4	12.3
Return on assets	% 11.5	11.7	8.7	8.2	9.5 <sup>b</sup>	7.1	4.5	-1.2	9.5	2.1
Return on equity after tax	% 19.2	19.7	14.4	13.3	18.9	14.1	21.6	-2.8	15.6	-0.9
Return on capital employed (ROCE)	% -	-	-	-	15.4	12.0 <sup>c</sup>	7.7	1.7	13.7	10.0
<b>Appropriation of profits</b>										
Net income of BASF SE <sup>d</sup>	2,826	5,853	2,158	2,808	3,130	2,982	3,899	3,946	3,928	3,849
Dividend	2,480	2,572	2,664	2,755	2,847	2,939	3,031	3,031	3,072	3,039 <sup>e</sup>
Dividend per share	€ 2.70	2.80	2.90	3.00	3.10	3.20	3.30	3.30	3.40	3.40 <sup>e</sup>
<b>Number of shares as of December 31 million</b>										
	918.5	918.5	918.5	918.5	918.5	918.5	918.5	918.5	918.5	893.9

a Figures for 2013 have been adjusted to reflect the dissolution of the natural gas trading business disposal group.

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

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

d Calculated in accordance with German GAAP

e Based on the number of shares outstanding as of December 31, 2022 (893,854,929)





**On this page:**

With 10 square kilometers in the heart of Europe, the Ludwigshafen Verbund Site is the World's largest integrated chemical complex in the world. A dense network of around 200 production plants provides excellent conditions for the production of complex and highly refined products. As a technology platform and competence center for the BASF Group, the site is an important source of innovation in products, methods and processes.



**BASF Japan Ltd.**

OVOL Nihonbashi Building 3F,  
3-4-4 Nihonbashi Muromachi, Chuo-ku,  
Tokyo 103-0022, Japan  
Tel: +81-3-5290-3000