

## How we create value

Financial and nonfinancial value drivers make an essential contribution to BASF's success. We want to understand how these work together, and derive targeted measures for increasing the positive impact of our actions and further minimizing the negative effects. This intention forms the basis of our integrated reporting.

The following overview provides examples of how we create value for our company, the environment and society. It is modeled on the framework of the International Integrated Reporting Council (IIRC). Both financial and nonfinancial value drivers – such as environmental, production-related, personnel and knowledge-based factors, along with aspects of society and partnerships – form the **foundation** of our actions. Through our **business model**, these inputs are transformed into various outputs: the **results** of our actions.

## Our foundation

**€31.5 billion**  
in equity

**€1.95 billion**  
spent on research

**€6.0 billion**  
invested in fixed and  
intangible assets  
(including acquisitions)

**€9.98 billion**  
personnel expenses

**€96 million**  
spent on further  
education



**€35 billion**  
worth of raw materials,  
goods and services  
purchased for own  
production

**€346 million**  
invested in environmental  
protection



**30,000**

different  
raw materials  
procured



**5.8%**

of raw materials  
purchased worldwide  
from renewable resources

**1,686**  
million m<sup>3</sup>  
of water  
abstracted



**15.0**  
million MWh  
of electricity  
demand



**39.0**  
million MWh  
of steam  
demand



**77,000**  
participants  
instructed on  
occupational safety  
and  
**19,000**  
on process safety



**75,000**  
employees and  
contractors at over  
**400**  
sites participate in  
worldwide safety initiative

**130**  
environmental,  
safety and  
security audits  
performed at  
**82** sites



**53**  
sites  
audited on  
occupational  
medicine and  
health  
protection

**112,435**  
employees  
worldwide;  
of these  
**3,240**  
apprentices

**Around  
10,000**

employees in research  
and development



Average of  
**2.5**  
days of further  
training per  
employee per year



**82.9%**  
of our senior  
executives have  
international  
experience.

Numerous options for  
work-life balance offered  
worldwide; in Ludwigshafen,  
for example,  
**600**  
employees make use of  
these opportunities daily.



Our **stakeholders**  
include employees, customers,  
suppliers and shareholders,  
as well as experts in science,  
industry, politics, society  
and media.



**Over  
75,000**  
suppliers



**around 90%**  
of raw materials,  
goods and services  
for own production  
sourced locally

**135**  
raw material  
supplier sites  
audited



**50**  
external  
compliance  
hotlines

## Our business model

5

segments

- Chemicals
- Performance Products
- Functional Materials & Solutions
- Agricultural Solutions
- Oil & Gas

13

operating divisions



Intelligent  
Verbund system

6

Verbund sites and

338

additional production sites worldwide

84

strategic business units

BASF Group  
companies  
in more than

80

countries

Our corporate purpose:  
**We create chemistry  
for a sustainable future**

### More than 300,000 customers

With our **broad portfolio**, we serve customers from many different sectors – from **major global customers** to **local workshops**.

### Market success based on strategic principles

- We add value as one company
- We innovate to make our customers more successful
- We drive sustainable solutions
- We form the best team

### Values as guideline for our conduct and actions

- Creative
- Open
- Responsible
- Entrepreneurial

Corporate Governance

## Our results

