How We Create Value

The overview provides examples of how we create value for our shareholders, our company, the environment and society. It is modeled on the framework of the International Integrated Reporting Council (IIRC).¹

**BUSINESS MODEL**

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

**Strategy**
- Innovation
- Sustainability
- Operations
- Digitalization
- Portfolio
- People

**In focus: our customers**
~90,000 customers from almost all sectors and countries

**Segments**
- Chemicals
- Materials
- Industrial Solutions
- Surface Technologies
- Nutrition & Care
- Agricultural Solutions

**Our core values:**
creative, open, responsible, entrepreneurial

**INPUTS**

**Financial**
Our aim is to ensure solvency, limit financial risks and optimize the cost of capital.

- €80.3 billion Total assets
- ~10,000 R&D employees
- 42.8% Equity ratio

**Innovation**
We develop innovative solutions for and with our customers to expand our leading position.

- €2.1 billion R&D expenses

**Operations**
Safety, quality, and reliability are key to excellence in our production and plant operations.

- €2.9 billion Capex
- 55.0 million MWh Electricity and steam demand

**Environment**
We use natural resources to manufacture products and solutions with high value added for our customers.

- 1.2 MMT Renewable raw materials purchased
- 1,728 million m³ Total water usage

**Employees**
Everything we do is based on the expertise, knowledge, motivation and conduct of our employees.

- 110,302 Employees around the world
- €10.6 billion Personnel expenses

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

- >250 Cooperations with research institutes
- >70,000 Tier 1 suppliers

**Innovative products and solutions**
help to use resources more efficiently and overcome global challenges

**Comprehensive product portfolio with high synergies**
from basic chemicals to high-value-added specialty products

**Efficient production**
thanks to integrated value chains and our Verbund system

**Eleven divisions organized into six segments**
aligned with value chains, customer needs and market requirements

**Global, customer-focused presence**
with around 250 production sites worldwide, including six Verbund sites

**Differentiated business strategies**
from cost leadership to custom system solutions

**Effective corporate governance**
ensures responsible conduct along the value chain

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¹ The content of the graphic on pages 24 and 25 been audited within the scope of the relevant sections of the Management’s Report in which they appear.
We achieve long-term business success by creating value for our shareholders, our company, the environment and society (see page 43).