



Bingen, 6th October 2009

Gerard Hoetmer, CEO

Strategy 2005 - 2008

- **Become cost competitive**
 - savings € 129 mn
- **Optimize balance sheet**
 - disinvestments : sugar
 - returned cash: € 0.5 bn
- **Invest in innovation and customer intimacy**

Strategy 2009 and beyond

- Grow in key product portfolio
 - Frozen products
 - Ingredients
 - Lactic acid and its derivatives
 - Renewable components for bioplastics
- Deliver unique customer services to support growth
 - Tailored for needs, including geographical coverage
- Understanding the changing consumer landscape
- Use cost competitiveness and economy of scale
- Build market leadership, organic growth and acquisitions in Bakery Supplies



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Innovation and market capabilities

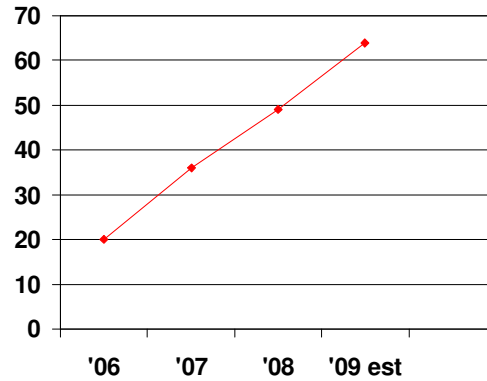
- Structurally lowering costs
 - Procurement
 - Processes
- Improving portfolio margin
 - Innovation rates up
 - Fundamental breakthrough projects
- Enhancing growth
 - 1-2% over market for Bakery Supplies
 - 8-10% for Purac



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Structural lower procurement costs

Exp cum savings €M 2005-2010



Consumer trends



Sustainability

Health & Nutrition

- Natural
- Functional and fortified
- B4Y
- Energy density

Convenience & Robustness

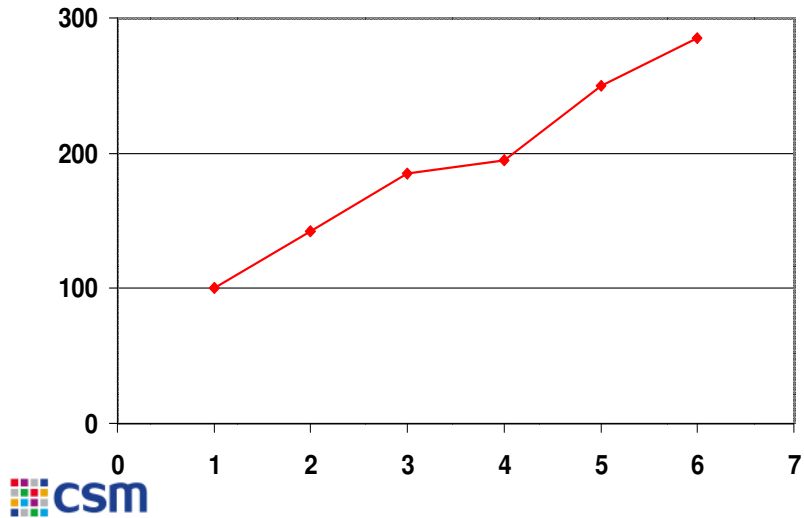
- Easy to prepare
- Snacking, "on-the-go"
- De-skilling

Pleasure

- Indulgent and luxury
- Tastes of the world
- Authenticity
- Novelty and fun

Improved innovation rate

Brill Sales New Products launched last two years/quarter at HC Brill



Take away from today

- We have invested and obtained a strong business capability: innovation
- We see breakthroughs creating future opportunities to grow organically
- We are reinforcing our market leadership

