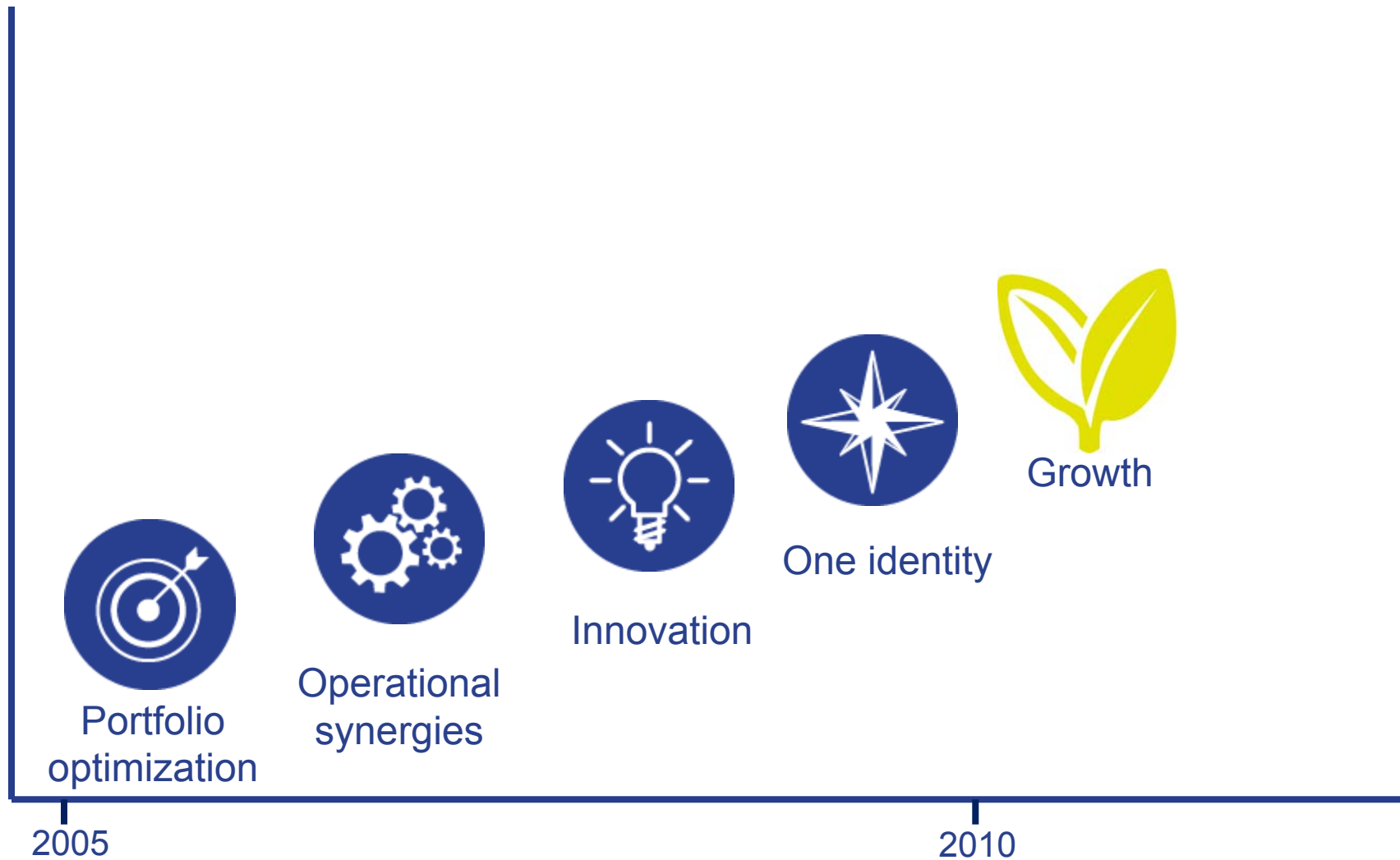




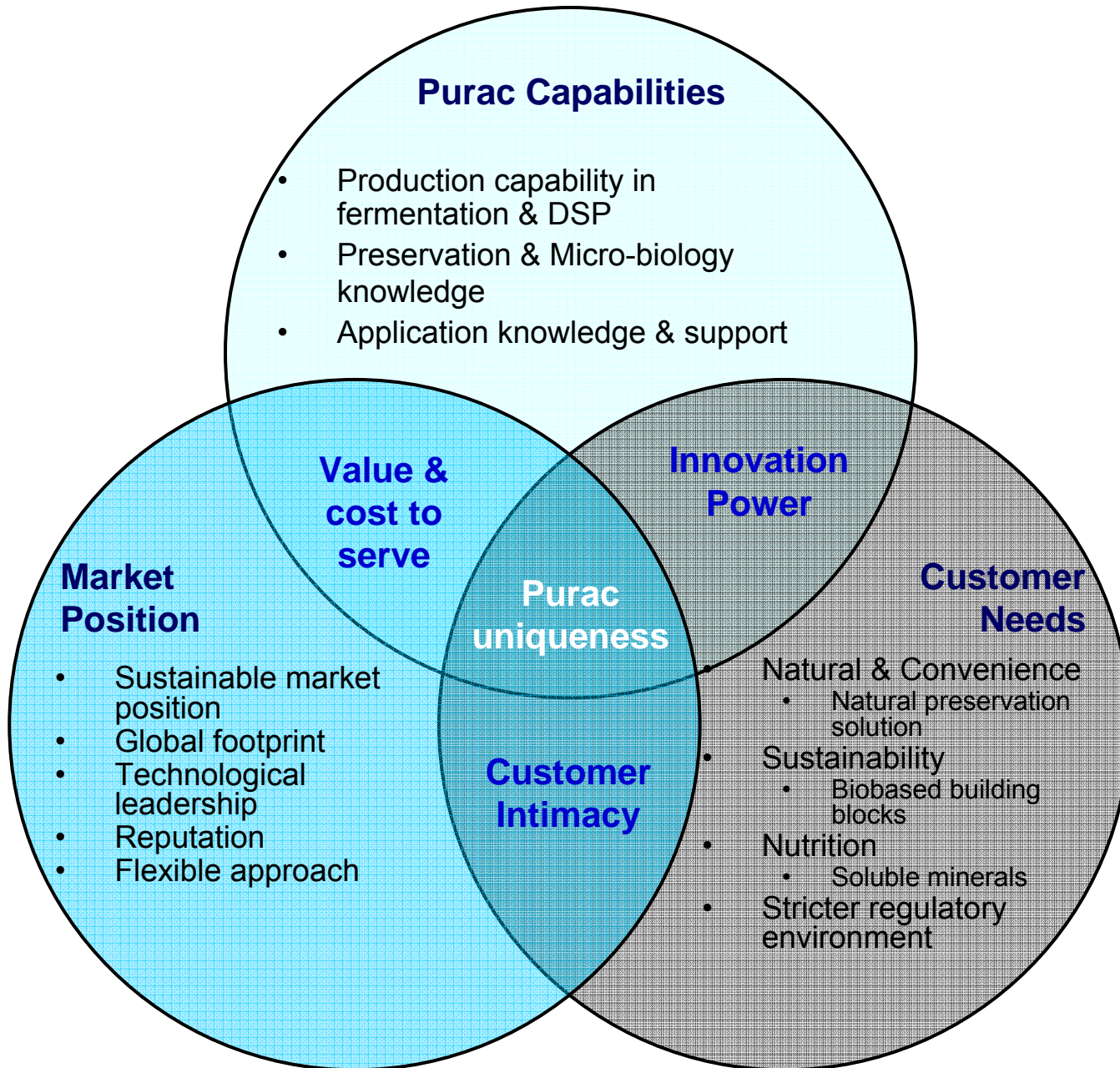
Our growth journey

Investor day April 27th, 2011

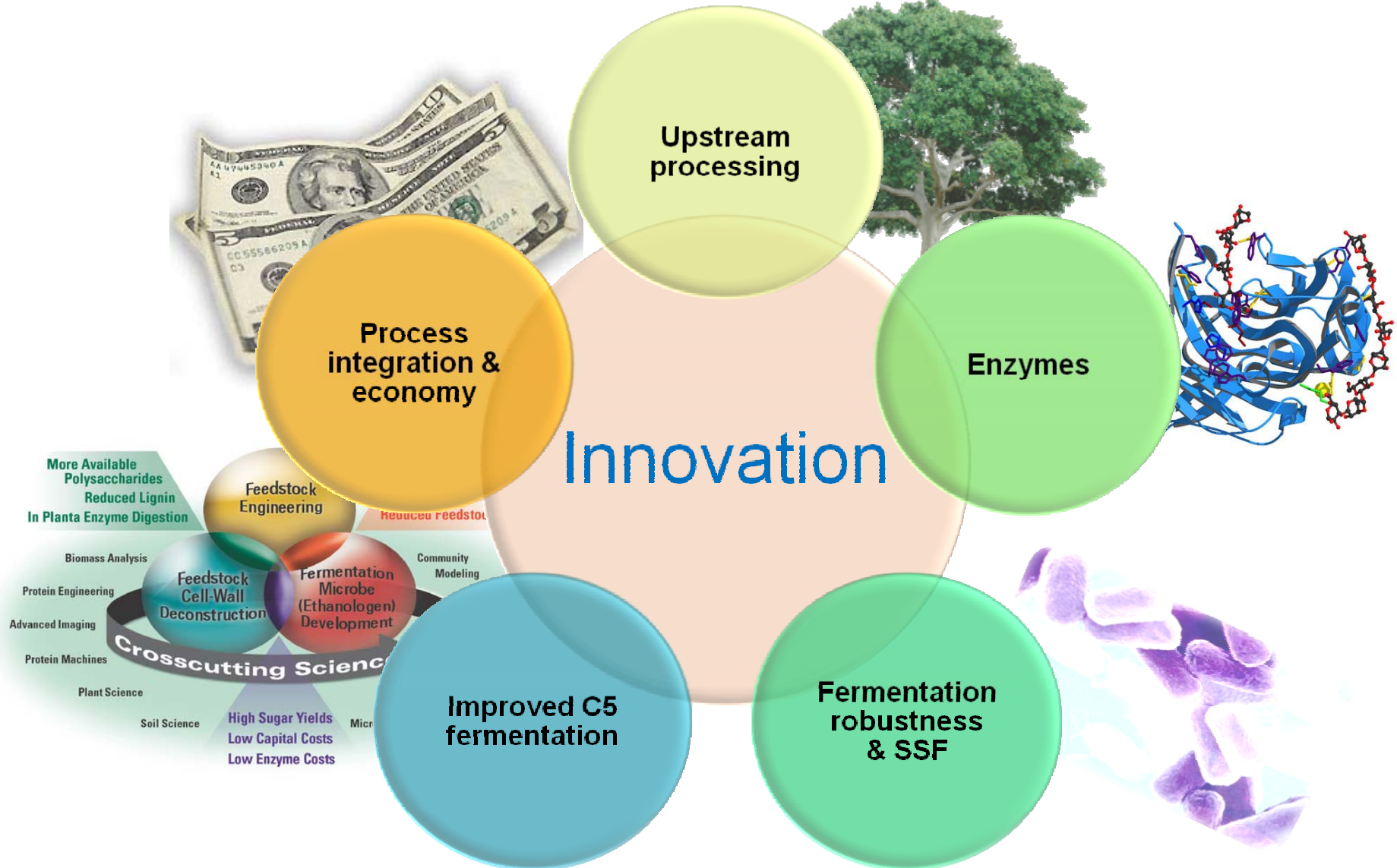
Strategic initiatives created platform for growth



Purac's Powerhouse



The basis of the past and future success: Exploiting INNOVATION



Purac's lactic acid business

Conclusion: Excellent growth opportunities for Chemicals & Pharma business

- Purac is very well positioned to exploit today's global trend towards a biobased economy:
 - product portfolio is mainly biobased
 - fits well with global trends
- Exploit strong established positions in Lactic Acid and derivatives
- Growth 8-10 % per year in the period 2011-2015



Positive outlook for Purac lactic acid business

Favorable market trends.....

- Clean label
- Natural foods
- More goodies, less baddies
- Stricter food (safety) legislation

Purac is very well positioned to.....

- Aggressively grow in natural preservation
- Grow in selected taste & nutrition markets

Create value at a growing customer base.....

- From selling products to selling solutions
- Identify the need
- Quantify the benefits

Resulting in 8-10% growth per year in the period 2011-2015



Purac's bioplastics journey



The market size for PLA is estimated to reach ~ 3,000 kton in 2020

Segments with highest penetration potential for PLA

Packaging

- Largest market for PLA
- Simple application with high visibility for consumers relying on price premium and lower recycling tax than oil based polymers

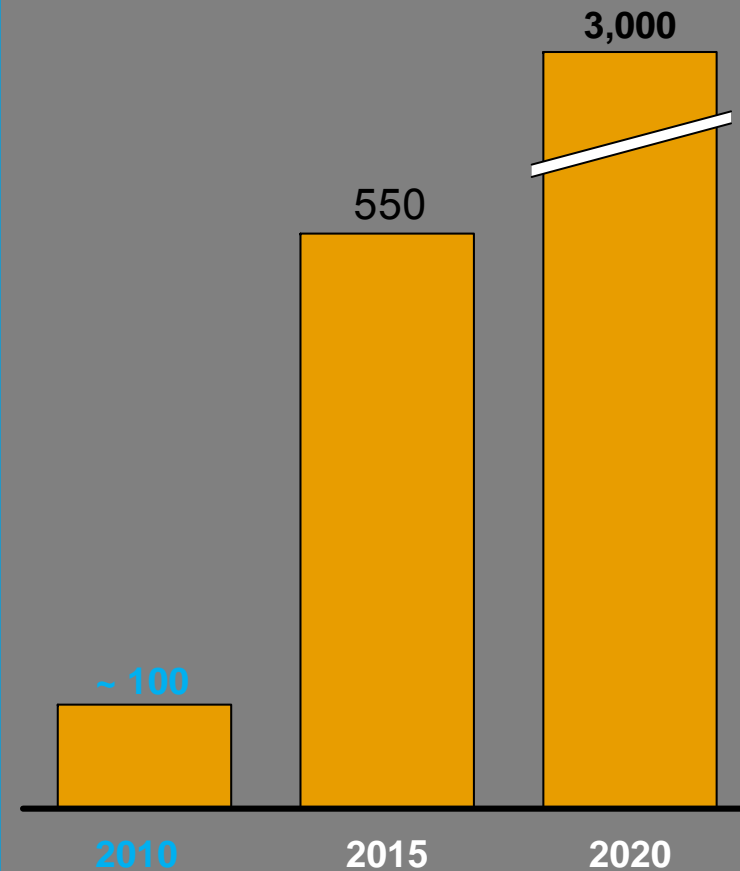
Fibers

- Close match of PLA and PET fiber properties, need for high temp resistance prompting for high temperature PLA (sc-PLA)
- Penetration in high end apparel markets and some non-woven products

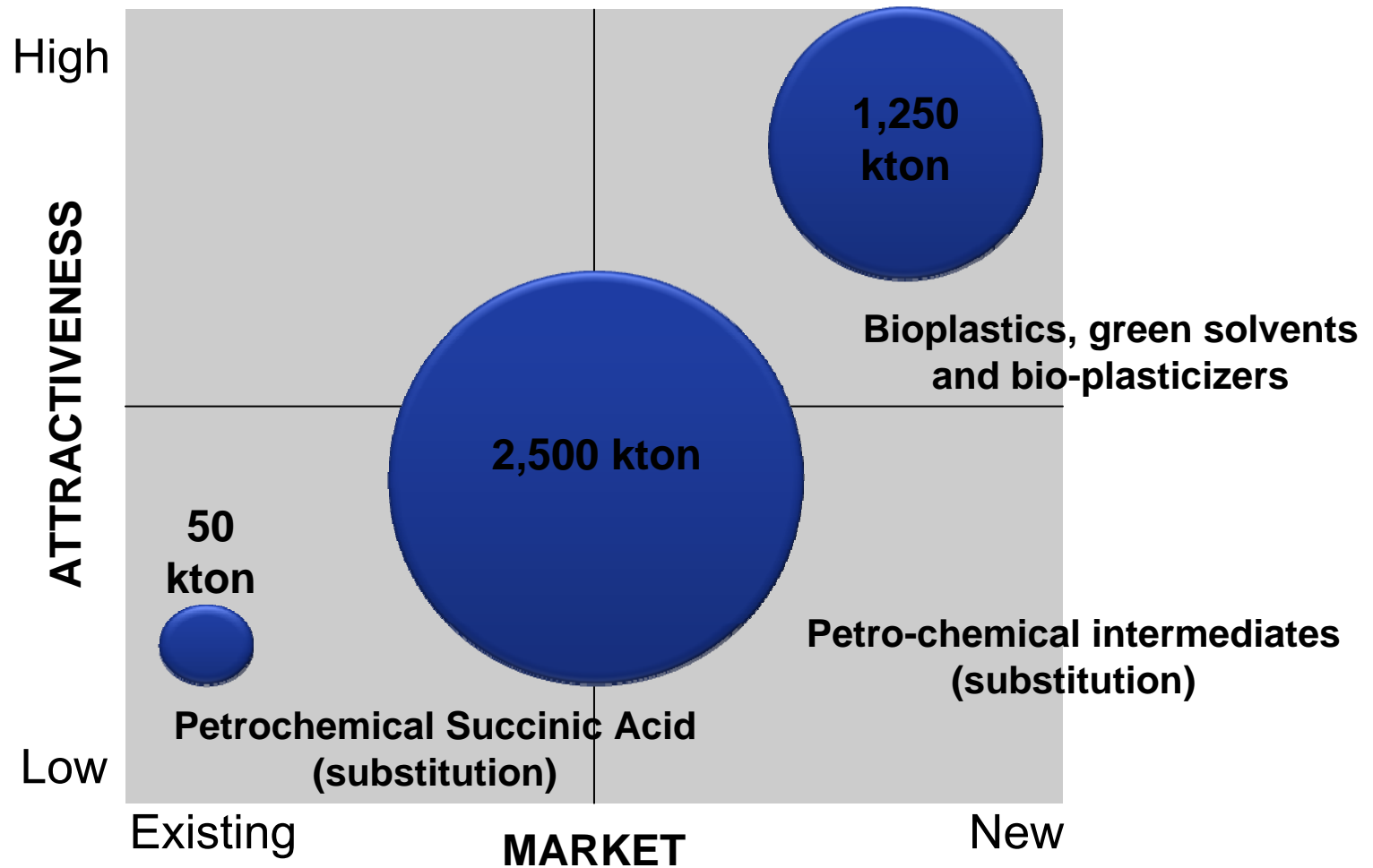
Consumer products

- Mostly PS replacement in durables

Estimated market potential for PLA kt

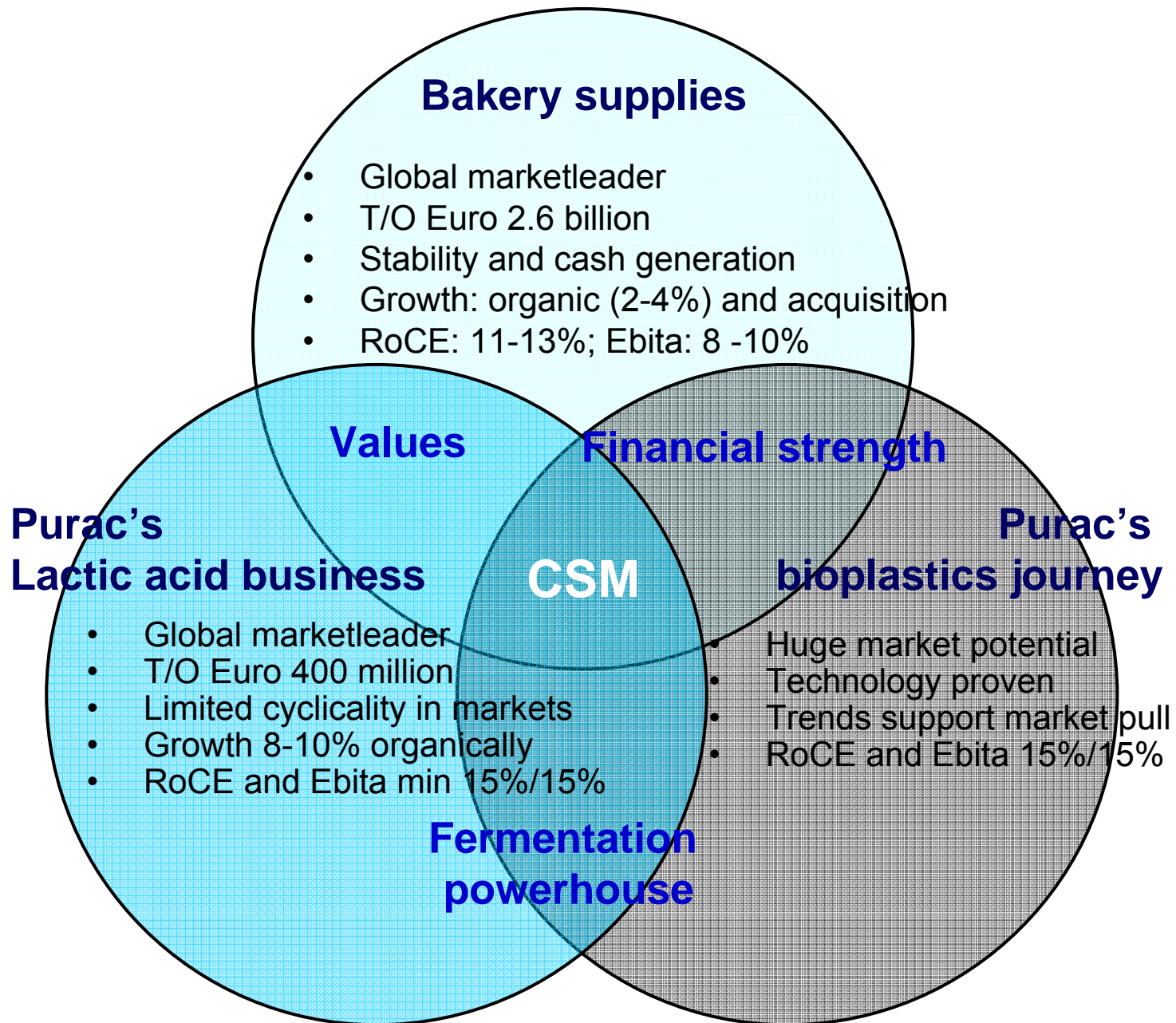


Biobased Succinic Acid potential in 3 key markets driven by cost competitiveness and performance



The world of CSM





Grasping the opportunities in the world market, we are supported by our CSM values



Passion...

to be number one in every product
and service



Partnership...

to be the customers' preferred
choice in all our markets



Performance...

to make us grow and

to deliver shareholder value with RoCE over 12%

