


# Business Unit Rhein Chemie Additives

## A strong platform for future expansion

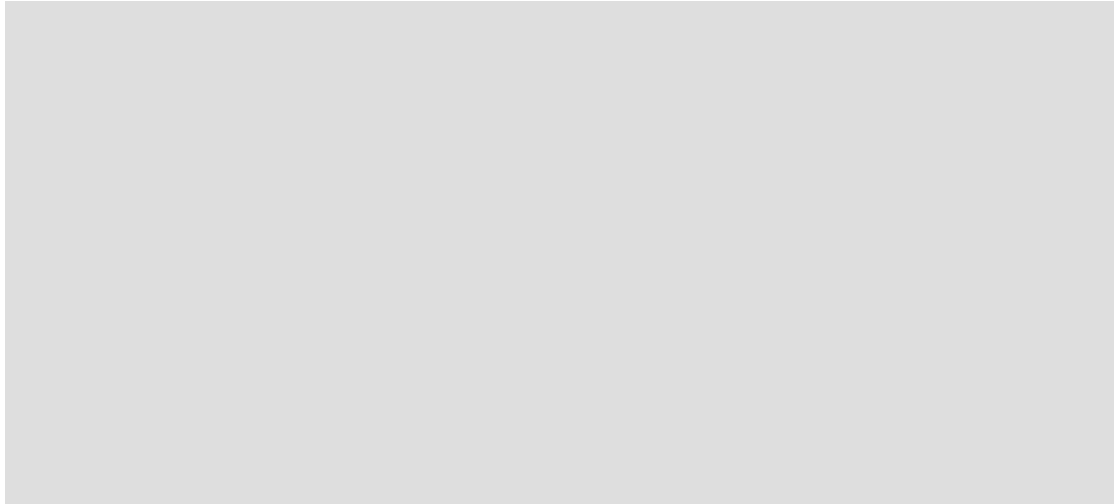
Dr. Anno Borkowsky, Head of BU ADD  
Capital Markets Day 2015, Cologne November 6<sup>th</sup> 2015



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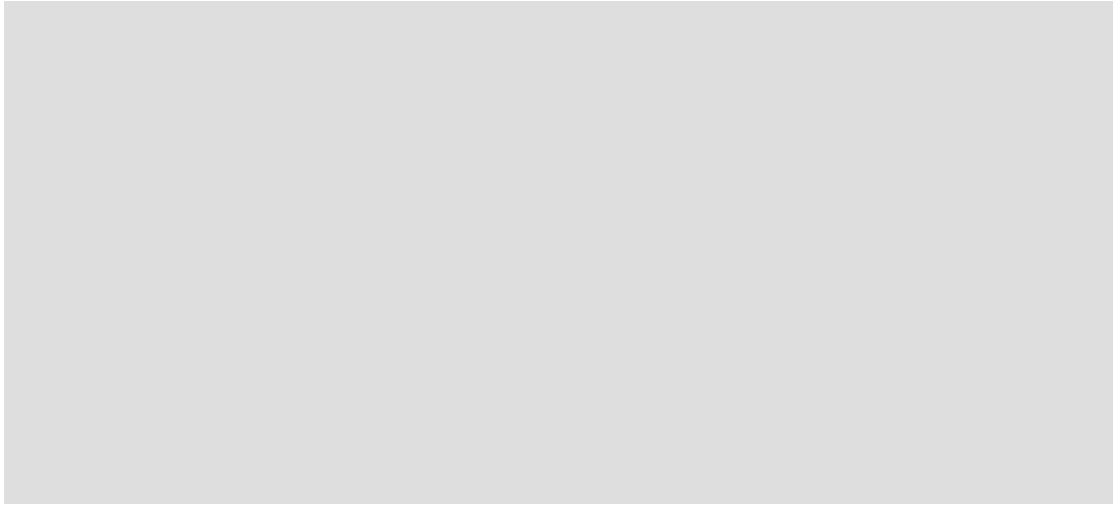
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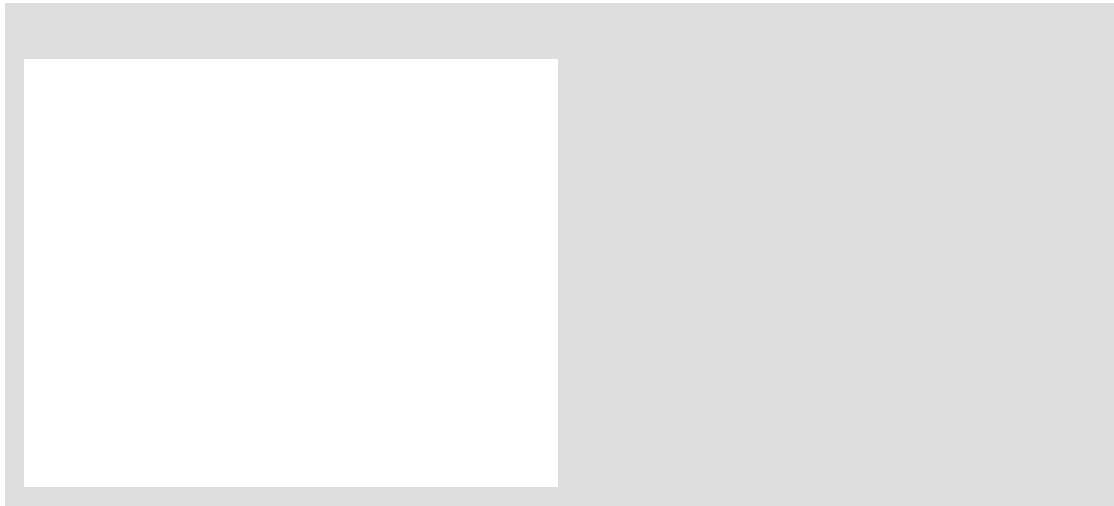
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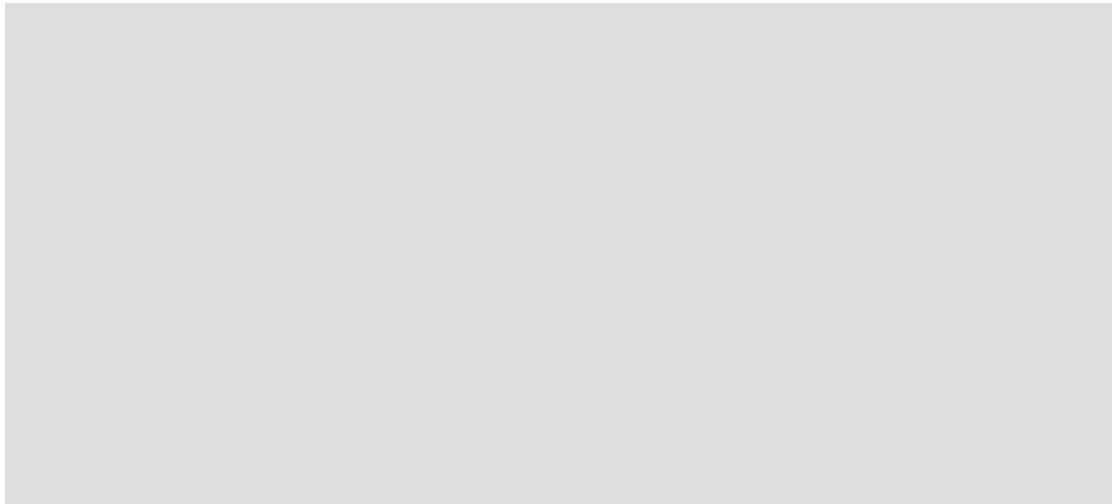
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**BU ADD offers a broad range of**



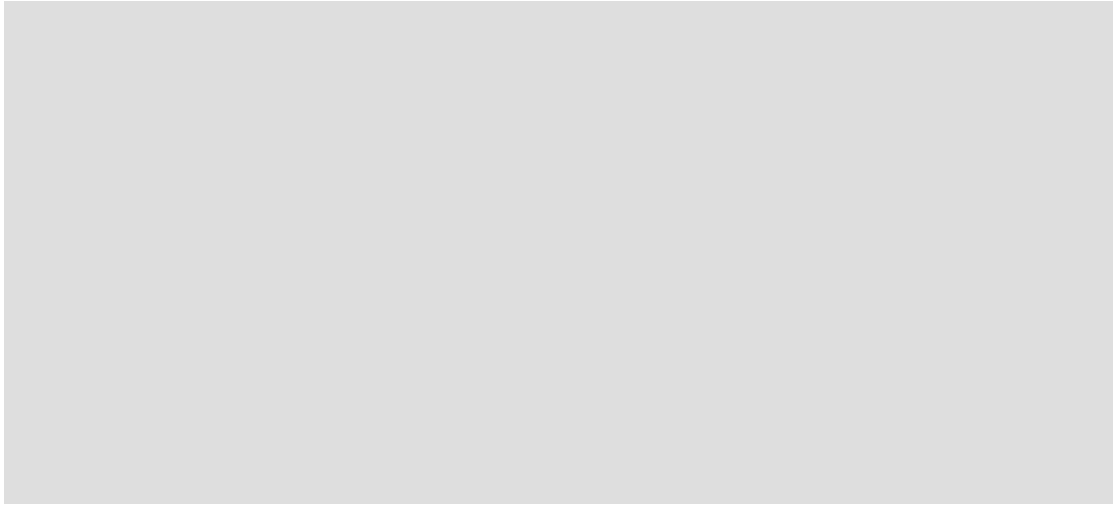
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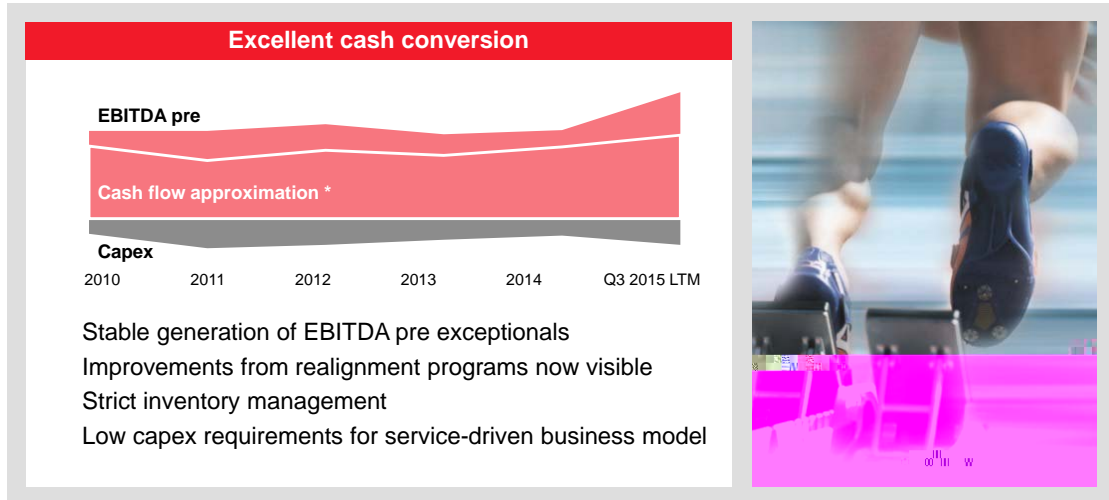
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## Profitable business with low capital intensity

Resilience  
Cash Generation  
Growth



\* Before changes in working capital and M&A

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## BU ADD: An ideal platform for expansion

Organic growth presents opportunities

- Capacity additions are mostly small scale
- Growth is carefully aligned with our customers

M&A has been used to expand global presence or technology base

- Acquisition of curing bladder operations
- Regional capacity for plasticizers and flame retardants
- Additional capacities for phosphorous-based chemicals
- Release agents business

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## Key rationale for investments in BU ADD

<b>Resilience</b>	<ul style="list-style-type: none"><li>Diverse end-user markets</li><li>Broad customer base</li><li>Less than 10% of sales generated by top 10 customers</li></ul>
<b>Cash generation</b>	<ul style="list-style-type: none"><li>High profitability level</li><li>Strong cash contribution</li><li>Low capital intensity</li></ul>
<b>Growth</b>	<ul style="list-style-type: none"><li>Platform allows for growth to be tailored to specific customers</li><li>New combined organization is ideal for bolt-on acquisitions</li></ul>

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