

A PLATFORM FOR GROWTH

Our acquisition of Quest International in 2007 transformed the fragrance and flavour industry. In 2010 we successfully completed the integration of the acquisition and are now entering the next era of sustainable, profitable growth for the business.

FIVE-YEAR STRATEGY:

We are in a strong position to capitalise on our distinct leading capabilities to continue to outperform the underlying market growth. This strength is underpinned by our long-standing relationships with the leading food, beverage, household, personal care and fine fragrance manufacturers around the world. Our global reach, the diversity and creativity of our teams coupled with our customer-servicing model ensures we have the right people in the local markets to further build, develop and sustain our privileged relationships with global, regional and local customers.

The key pillars of our five-year strategy are:

Developing markets
Research & development
Health and Wellness
Sustainable sourcing of raw materials
Targeted customers and segments

Through the successful implementation of our strategy we will achieve our mid-term objectives:

EBITDA

Best-in-class

14-16%

Free cash flow of sales
by 2015

4.5-5.5%

Organic sales growth

Above

60%

free cash flow return

Based on an assumed
market growth of 2-3%

Once the target leverage ratio
of 25% has been reached