

London - November 20, 2009

Rhodia Novecare

Pascal Juery – President

**A leader
for surface
solutions**





Agenda

- Rhodia Novecare at a glance
-
- Our positioning & strategy

Rhodia Novecare at a glance

To become a leader
for surface solutions
by providing chemical
solutions that improve
people's lives, preserve
resources and protect
the environment



Rhodia Novecare overview

2008 figures

Net sales
€971 million

Employees
2,300

Recurring EBITDA
€127 million

24 industrial sites
worldwide

#1 in specialty surfactants
in NA and China

Ability to reach customers
globally

Acquisition of McIntyre
in early 2009

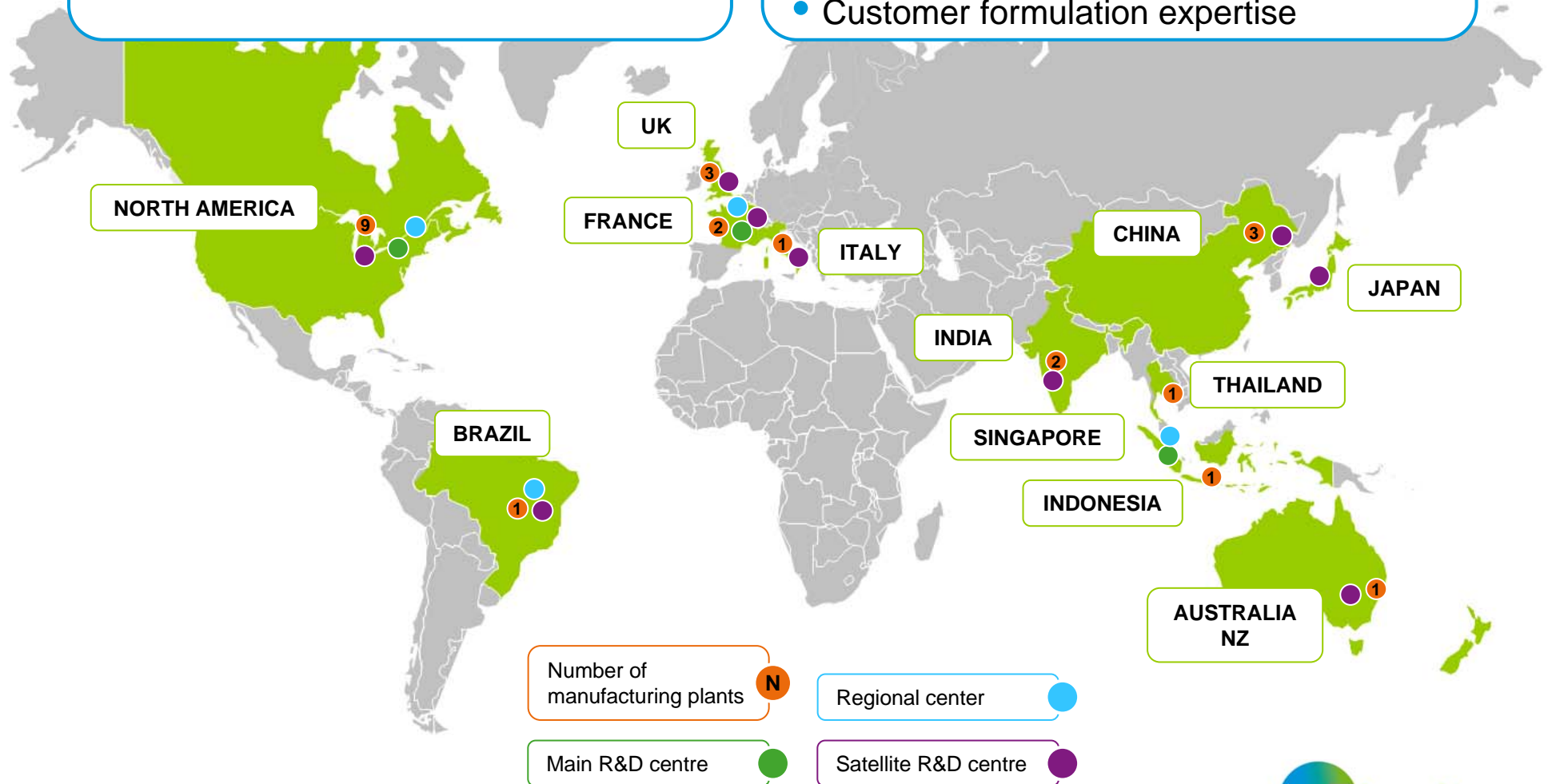
Novecare – a global enterprise with a global reach

Market knowledge & global reach

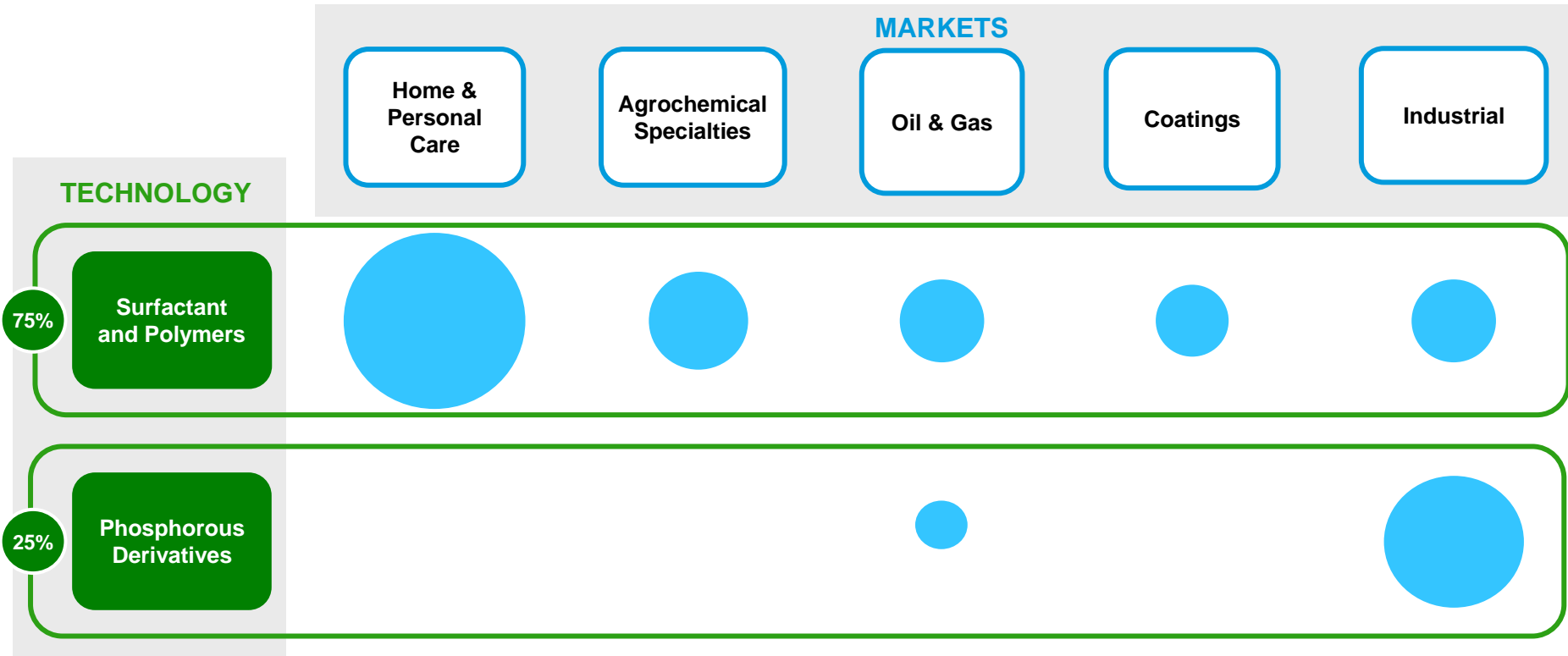
- Strong customer relationships
- Ability to serve global key accounts

Innovation

- Global R&D platform
- Supported by regional Technical centers
- Customer formulation expertise



Novecare – Providing value added solutions through technology and application knowledge in selected market segments



Top 5 clients
Procter & Gamble, Bayer CropScience,
L'Oreal, Unilever, Schlumberger
No customer >10%

● = relative weight including McIntyre

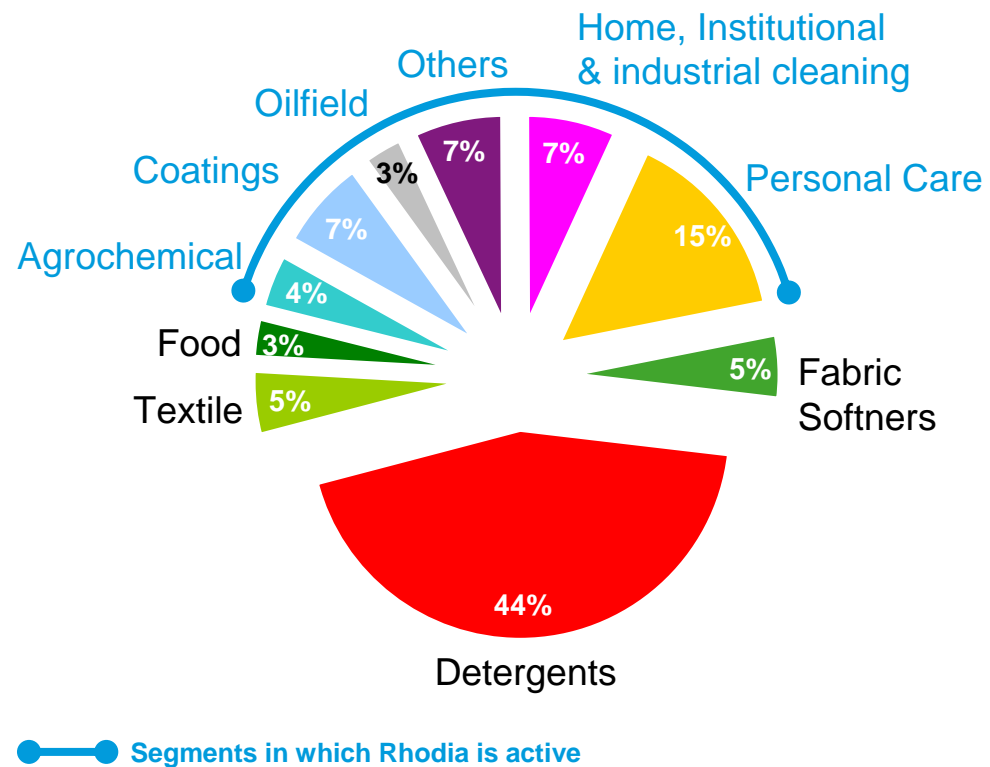


Our positioning & strategy

Rhodia positioned in high value higher growth Surfactant market segments

- Positioning in higher growth, added value market segments
 - Rhodia differentiation through technology offer and formulation expertise
 - Home & Personal Care and Agro markets offer the most attractive growth rates
 - Higher growth in emerging markets in Asia Pacific and Latin America
- Rhodia growth from innovation, focus on ready-to-use formulations, capturing share through technical expertise

Market size €20bn



Source: Rhodia estimates

Leading the way – Novecare growth levers

Focus on high growth emerging markets

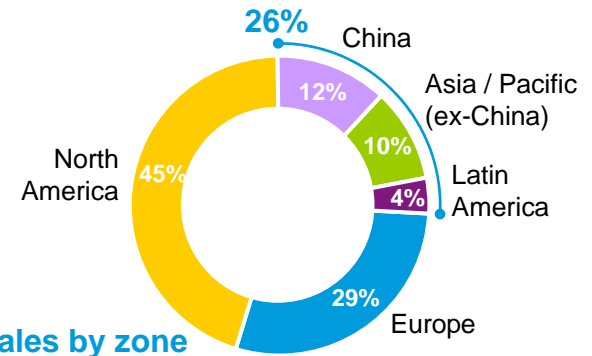
Grow the market share of our core technologies

Sustainability

Innovation

External Growth

- **Continue aggressive growth in Asia-Pacific**
 - Grew by 25% over 3 years
- **Explore other high-growth potential regions**



- **Grow Agro and Home & Personal care market segments**

- **Meeting unmet market needs for cost effective, regulatory compliant, natural and environmentally sensitive solutions**

- **Create value through blend & formulation capability and customer proximity**

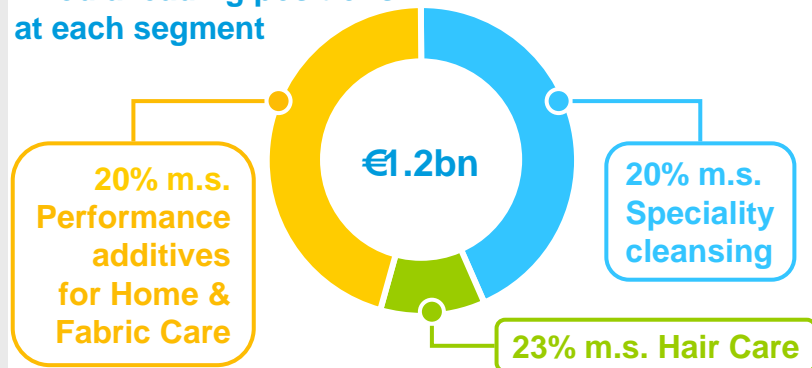
- **Consolidation in Europe and North America**
- **Support growth in emerging markets, reinforce market expertise and access new segments and technologies**



Focus on 3 key market segments: HPC – Adapting offer to customer typology

Targeted market* by Rhodia

Rhodia leading positions at each segment



Market drivers

- Emerging markets growing at 8% / year, vs. 3% overall growth in mature market
- Cost effective formulations
- Sustainability: concentrates, natural raw materials, increasing disclosure of ingredients

Novecare strengths

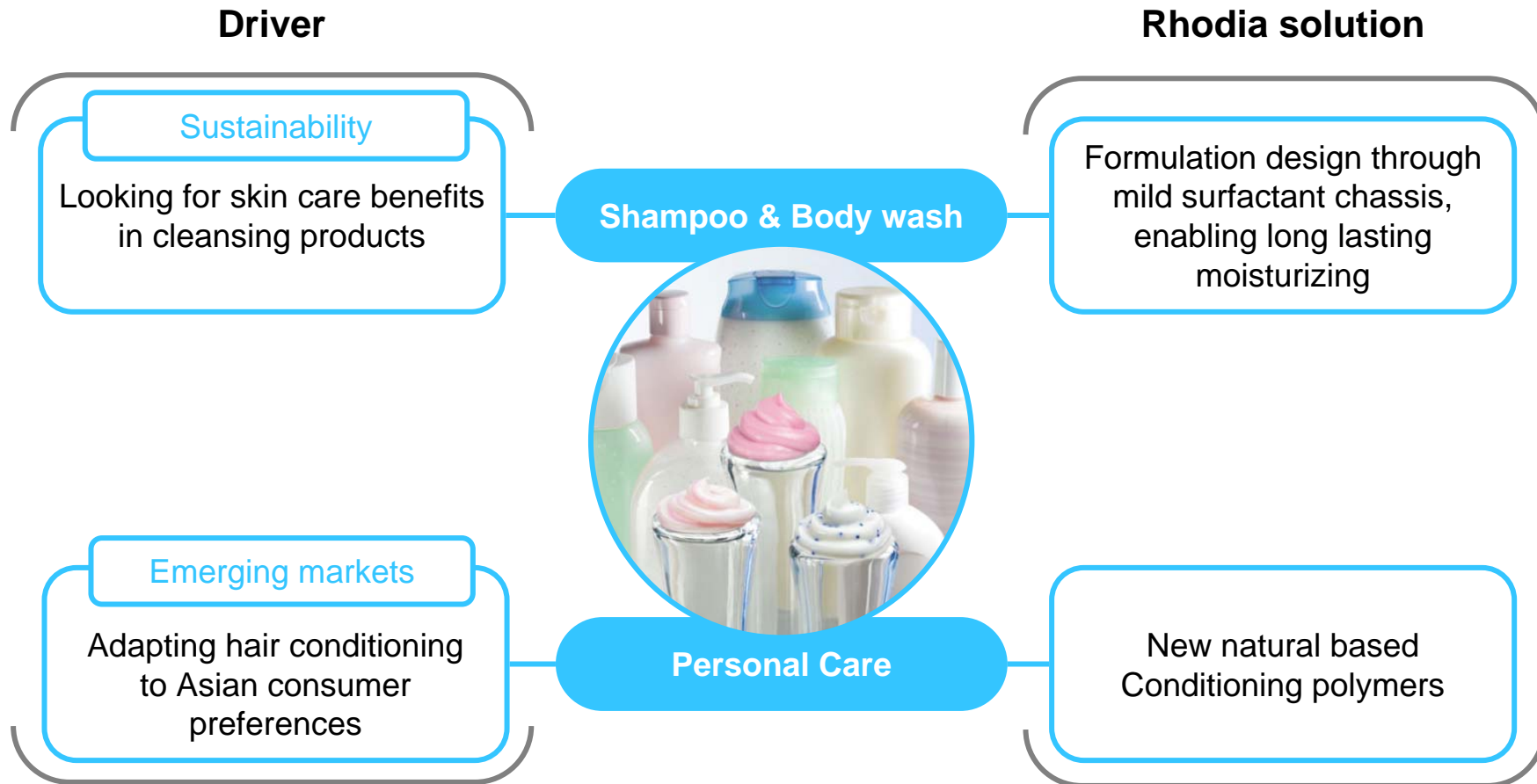
- Global reach and multi-technology expertise enabling tailor-made development for ww key accounts
- Providing formulation and application expertise for regional players and retailer brands
- Enhanced presence through McIntyre acquisition accelerates growth

Key growth projects

- Developing new cost effective formulations, reformulating branded products and new own labels
- New polymers for enhanced hair conditioning in emerging markets

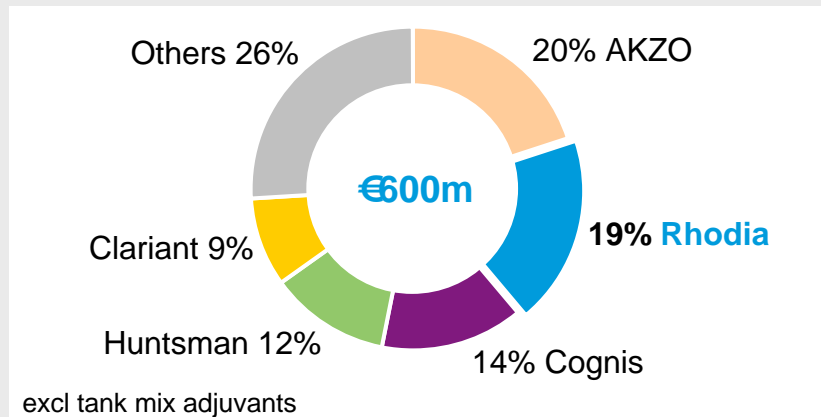
* Rhodia estimates

HPC innovation & sustainable development pipeline



Focus on 3 key market segments: Agrochemical Specialities – Expertise in formulation

Market*



Market drivers

- Increasing global demand for crops for food, feed and fuel
- Increasing yield to meet growing crop demand
- Biofuel growth
- Development of sustainable solutions for new agricultural formulations

Novecare strengths

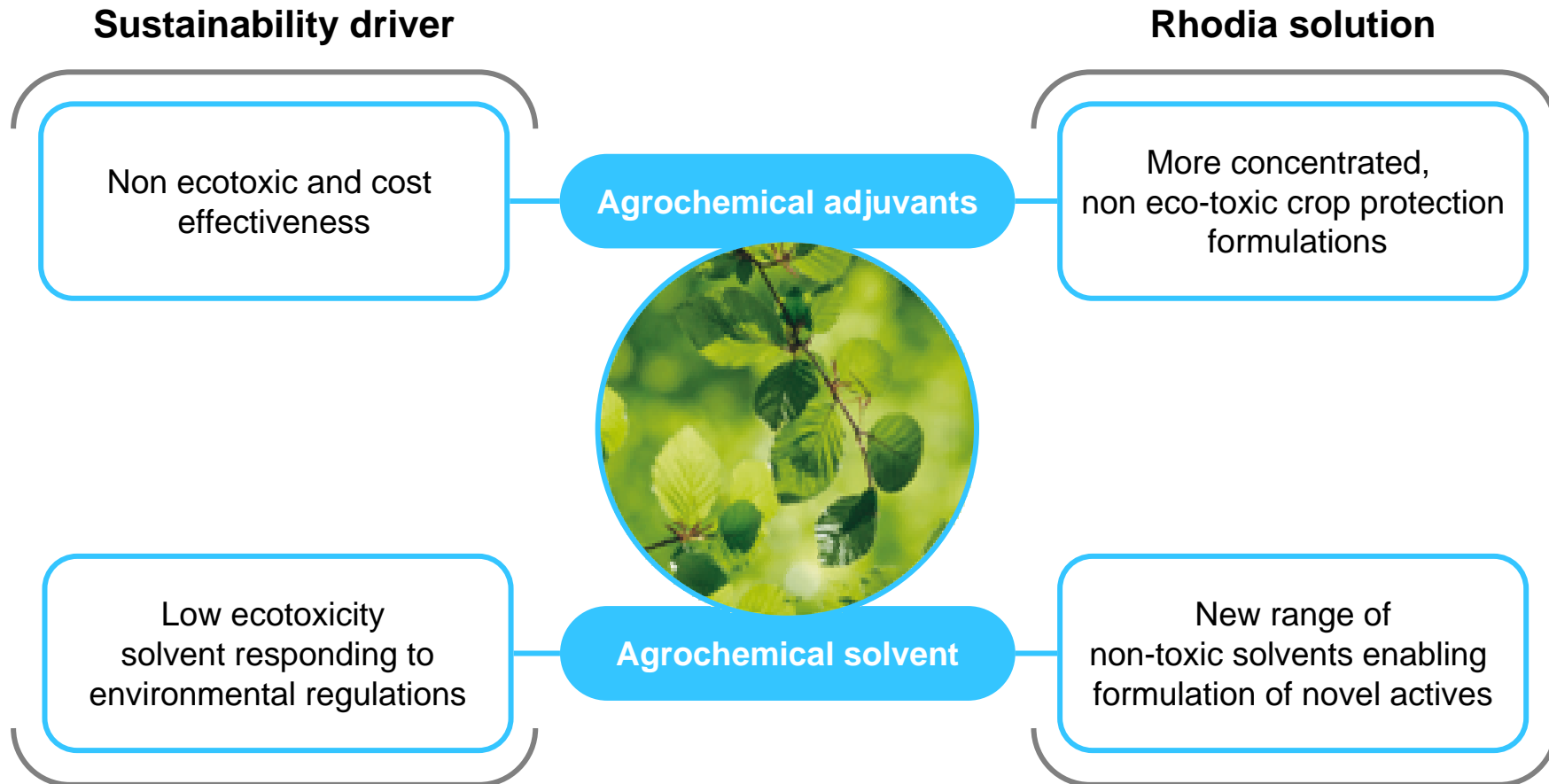
- Expertise in formulating agrochemical active
- Wide range of technologies to solubilize/formulate different active types
- Regional technical services through dedicated laboratories to meet customer needs

Key growth projects

- New range of glyphosate adjuvants
- Low ecotoxic solvents for new actives and formulations
- Developing anti-drift solutions to ensure targeted active delivery

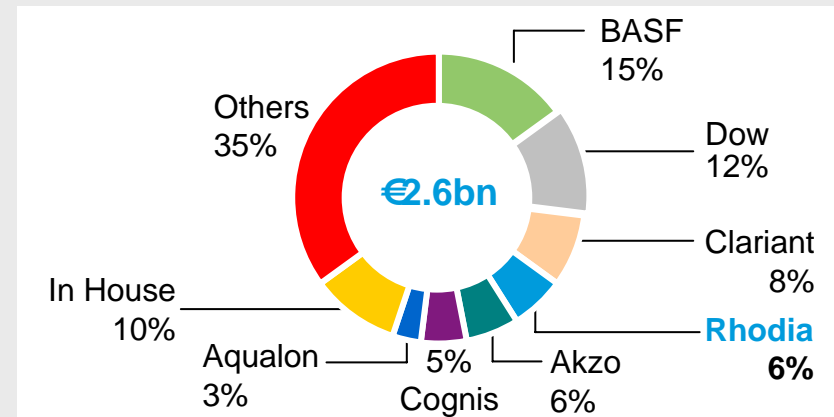
* Rhodia estimates

Agrochemical innovation & sustainable development pipeline



Focus on 3 key market segments: Oil & Gas – Improved recovery solutions

Market* Production & Stimulation



Market drivers

- Increasing energy needs
- Increasing production in new regions, specifically Russia, the Middle East and Africa
- Efforts to mitigate the decline in production in the traditional markets
 - Improved recovery techniques

Novecare strengths

- #1 in oilfield biocides and guar for fracturing
- Strong relationships with key industry stakeholders: service companies and oil operators
- Broad technology offer for exploration (stimulation and cementing) and production (water management)
 - IP protection for key technologies

Key growth projects

- Enhanced Oil Recovery (EOR)
 - Enable capture of long term potential for use of surfactants
- Meet challenge of scale inhibition in deep offshore wells
- Improved solutions for fracturing improving oil recovery

* Rhodia estimates

Capitalizing on the success of McIntyre acquisition

A perfect fit with Novecare growth platform

McIntyre

- Global supplier of **specialty surfactants**, mainly active in Home and Personal Care
- Two manufacturing facilities in **USA and UK**
- **~200 people**
- 2008 financial highlights:
 - **US\$146m Sales**
 - **~10% EBITDA* margin**

- Reinforced position in resilient Home and Personal Care market
 - **Complementary technologies, enhanced offer**
 - **Enlarged customer portfolio**
 - **Retain and reinforce best practices from each organization: Client-focused culture, entrepreneurial spirit and industrial expertise**
- Integration successfully accomplished
- Compelling financial metrics:
 - Initially planned US\$15m **full synergies already achieved**, well ahead of plan. Further US\$5m industrial synergies expected

Over-delivering on expectations

Strengthening Novecare's leading positions

* Recurring EBITDA : before restructuring and other operating income and expenses



Chemistry is our world, Responsibility is our way

Novecare

To become a leader
for surface solutions
by providing chemical
solutions that improve
people's lives, preserve
resources and protect
the environment