



Corporate Strategic Positioning Capital Market Day

Noerdlingen, Nov. 26, 2007
Heinz-Juergen Bertram

With the down turn of the economic climate we took immediate action to minimize the impact

Site consolidation

In S&C we closed production sites in Switzerland and Spain.
In F&N we closed one site in the UK

Organization

Based on lower volume and slower project vitality we reduced HC, and restructured our teams – ‘right size’

Processes

Optimization of core processes, e.g. Brief to Contract in order to improve win rate

Cash Flow

Further improvement of cash flow from tight working capital management

Portfolio

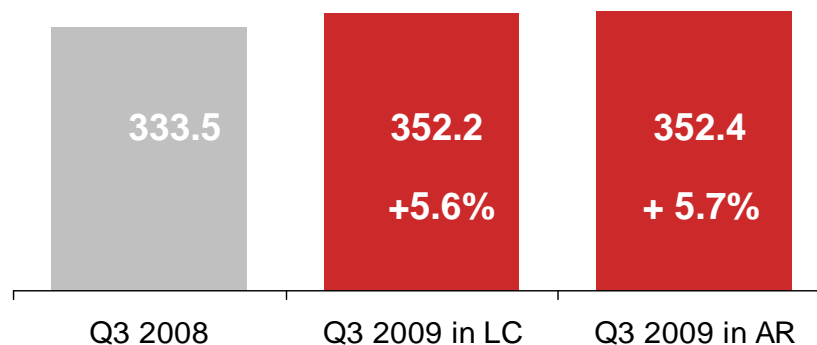
Further strengthen our portfolio

Expenditures

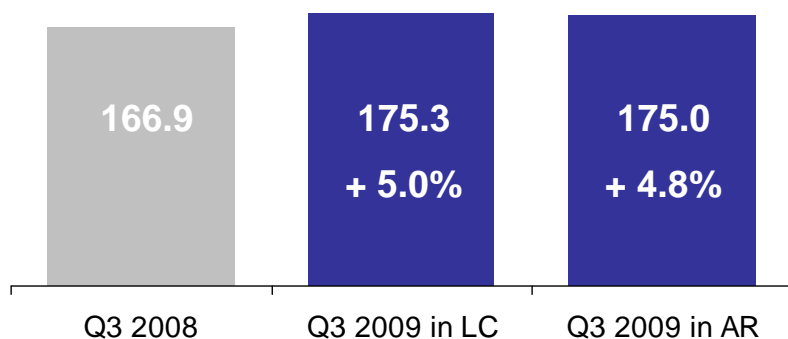
No cut back on CAPEX and innovation to maintain focus on strategy

Sales development Q3 2009 / Return to growth

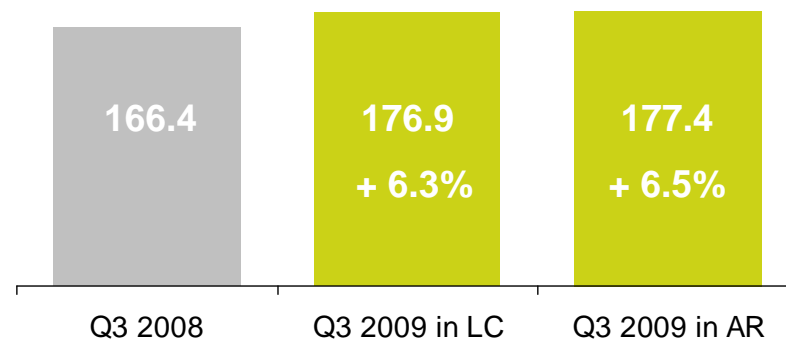
Sales development Symrise Group



Sales development Scent & Care



Sales development Flavor & Nutrition

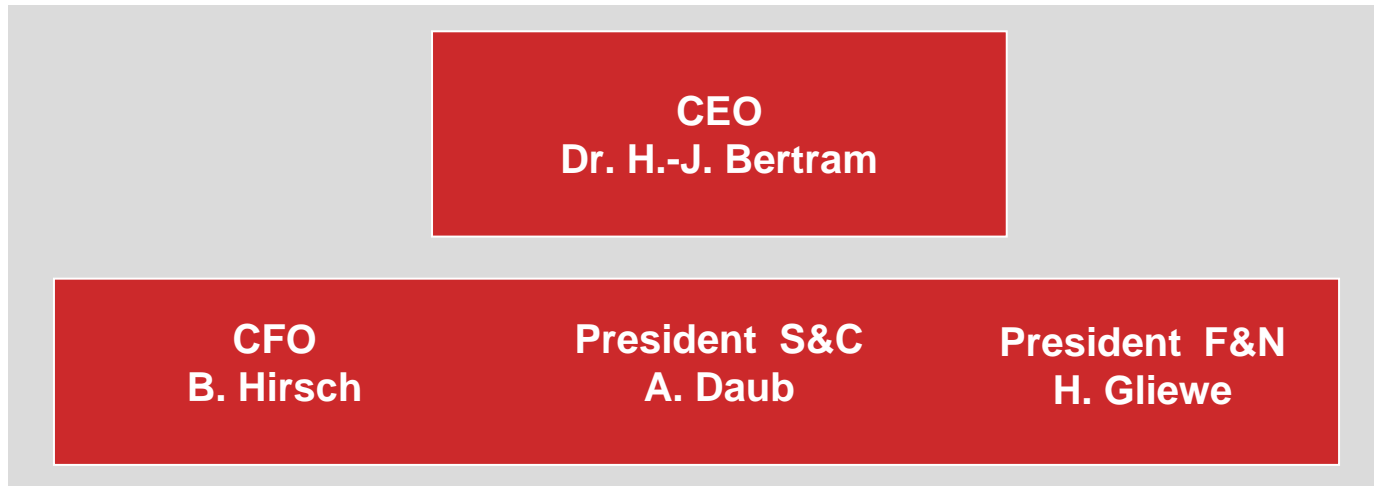


Q3 2009 y-o-y sales growth including acquisitions and Kaden Biochemicals transfer

Symrise, always inspiring more...

New Symrise Executive Committee

With Bernd Hirsch and Holger Gliewe we quickly filled our open positions in the Executive Committee



Our strategic pillars for growth

Sales

Continued above-market growth

- Fully exploit existing core lists and develop new ones
- Expand position in emerging markets
- Speed up innovation
- Acquire selectively

Costs

Return to the best profit level in the industry

- Optimize processes to achieve operational excellence and exploiting synergies

Market position

Sharpen our unique profile

- Further develop Life Essentials
- Develop Consumer Health

Acquisition Futura Labs - an ideal fit with Symrise, will allow to leverage further growth potential in North Africa and the Gulf Region

Futura Labs

- is a leading flavor house in the region with an annual sales of 15.1 m\$ sales in 2008
- has state-of-the-art facilities and infrastructure, which will allow Symrise the expansion of the combined turnover in a fast growing market
- services all segments of the food and beverage business and operates important technology, e.g. aseptic filling stations for beverage compounds



**Aroma Labs
Cairo, Egypt**



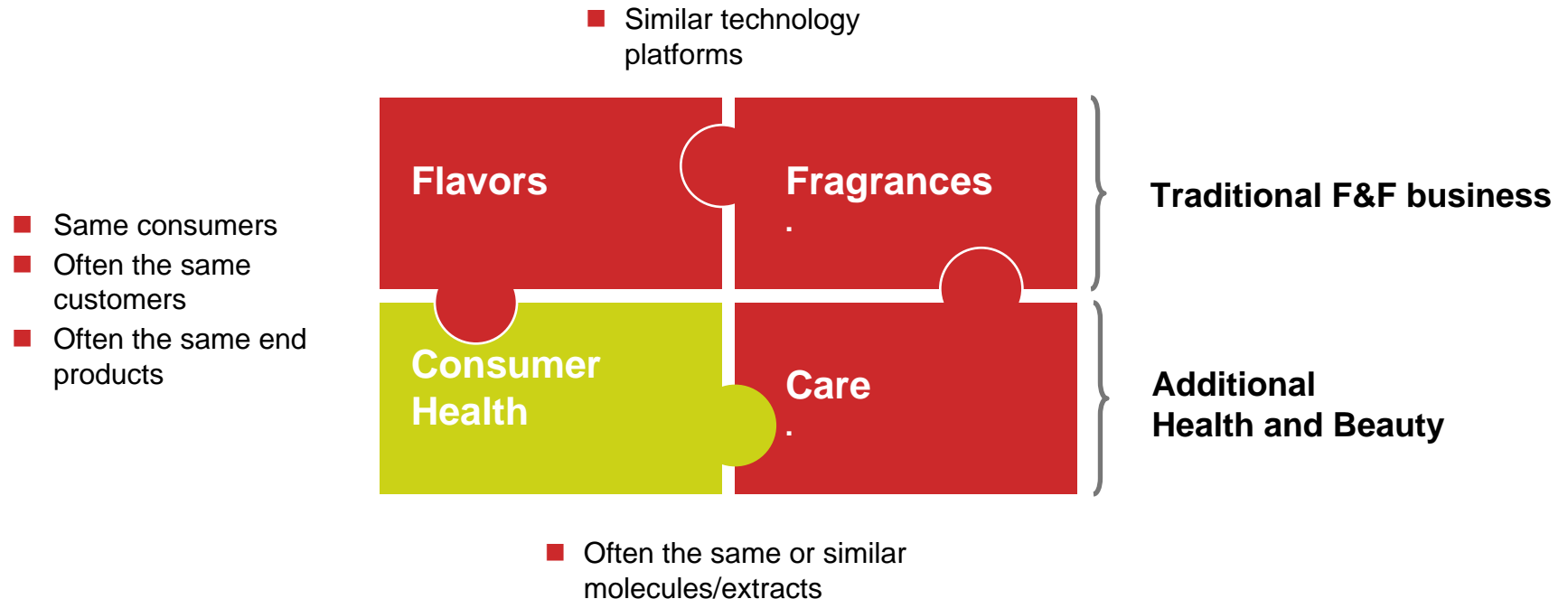
**Futura Labs Int.
Cairo, Egypt**



**Roseland World Corporation
Dubai – Jebel Ali, U.A.E.**

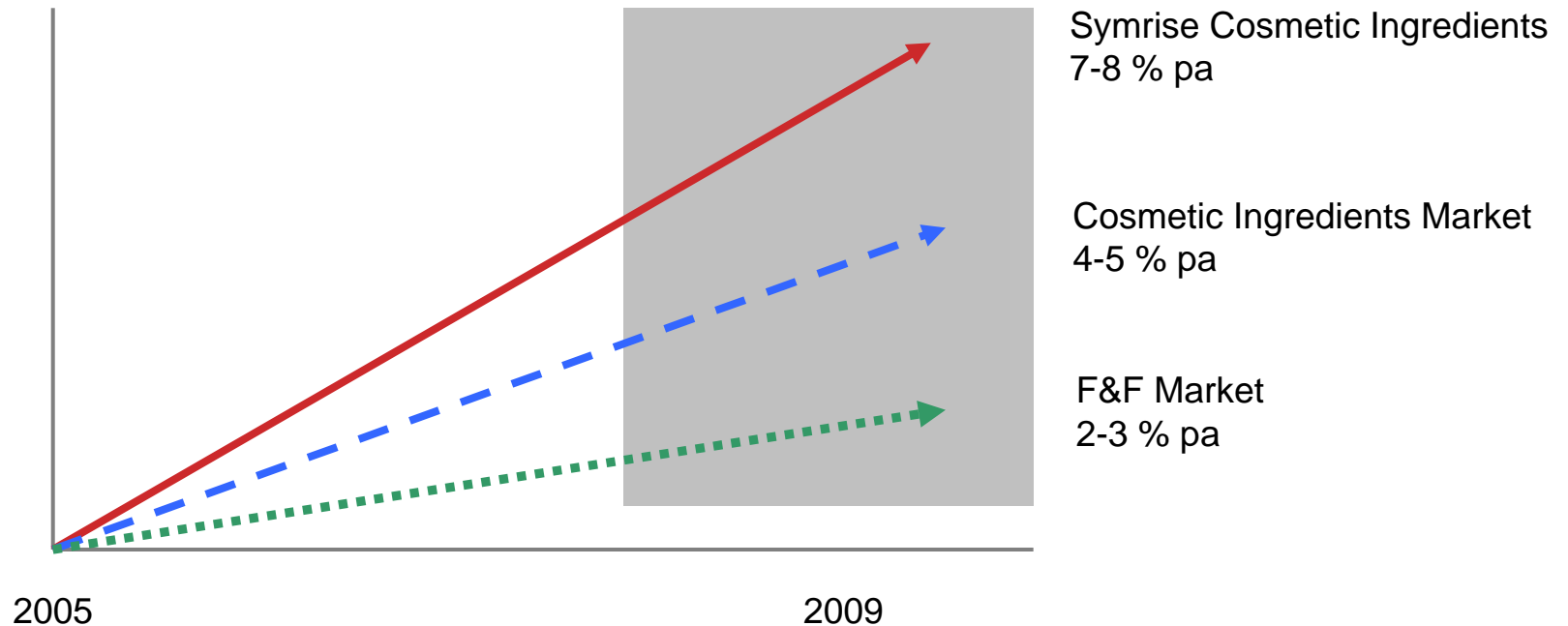
Sharpen our position through added competencies

Our areas of business complement one another ideally and promise stronger growth as a combination



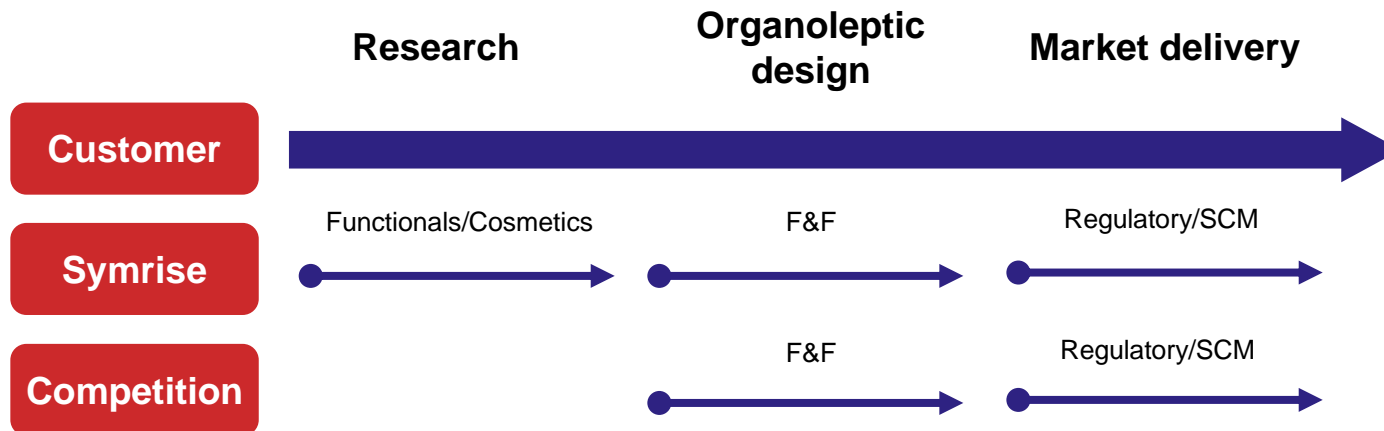
Sharpen our position through added competencies

With our competencies in Cosmetic and Consumer Health, we can create further momentum



Unique set up permits closer customer partnership

Product development chain



An innovative pipeline of Cosmetic Ingredients

SymHelios® 1031

Novel technology to protect skin against sun and prevent skin aging
BSB Oscar Award (2009)

SymVital®

Innovative stimulant for cellular collagen biosynthesis
Active for use in anti-aging/anti-wrinkle products

SymCalmin®

Nature-inspired skin soothing cosmetic ingredient

SymRelief®

Highly potent natural material against skin irritation
BSB Oscar Award (2007)

SymSitive®

Next generation active for sensitive skin with fast skin relief

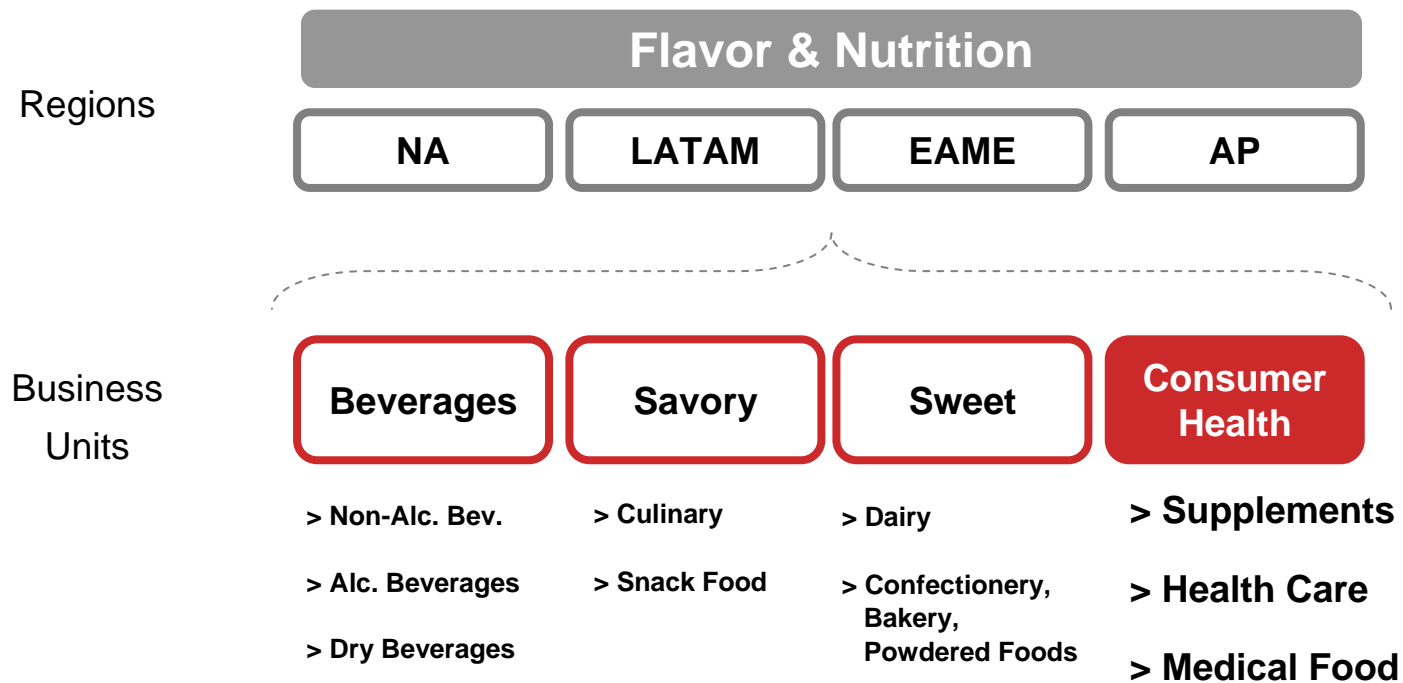


And many more



New organizational set up with Business Unit Consumer Health

Consumer Health will manage three categories



A healthy pipeline of innovative ingredients for supplements and functional food / ex Kaden

Superfruits and botanical extracts with standardized bioactive antioxidants e.g.

Bilberry as antioxidant, for gut and eye health, (25% anthocyanins)

Aroniaberry helps to maintain optimum antioxidant status human health (15% anthocyanins)

Cranberry Maintenance of blood vessel walls strengths (25% polyphenols)



... and many other botanical extracts and additional products like rare sugars; pure flavonoids and high purified specialities ...



Summary

We are well positioned

- + Excellent Core list position
- + Established in Emerging Markets
- + New Segments

≡ **Outperform the market**

**ALWAYS
INSPIRING
MORE...**

SCENT

AND

CARE

FLAVOR

AND

NUTRITION

Symrise always inspiring and more ...