



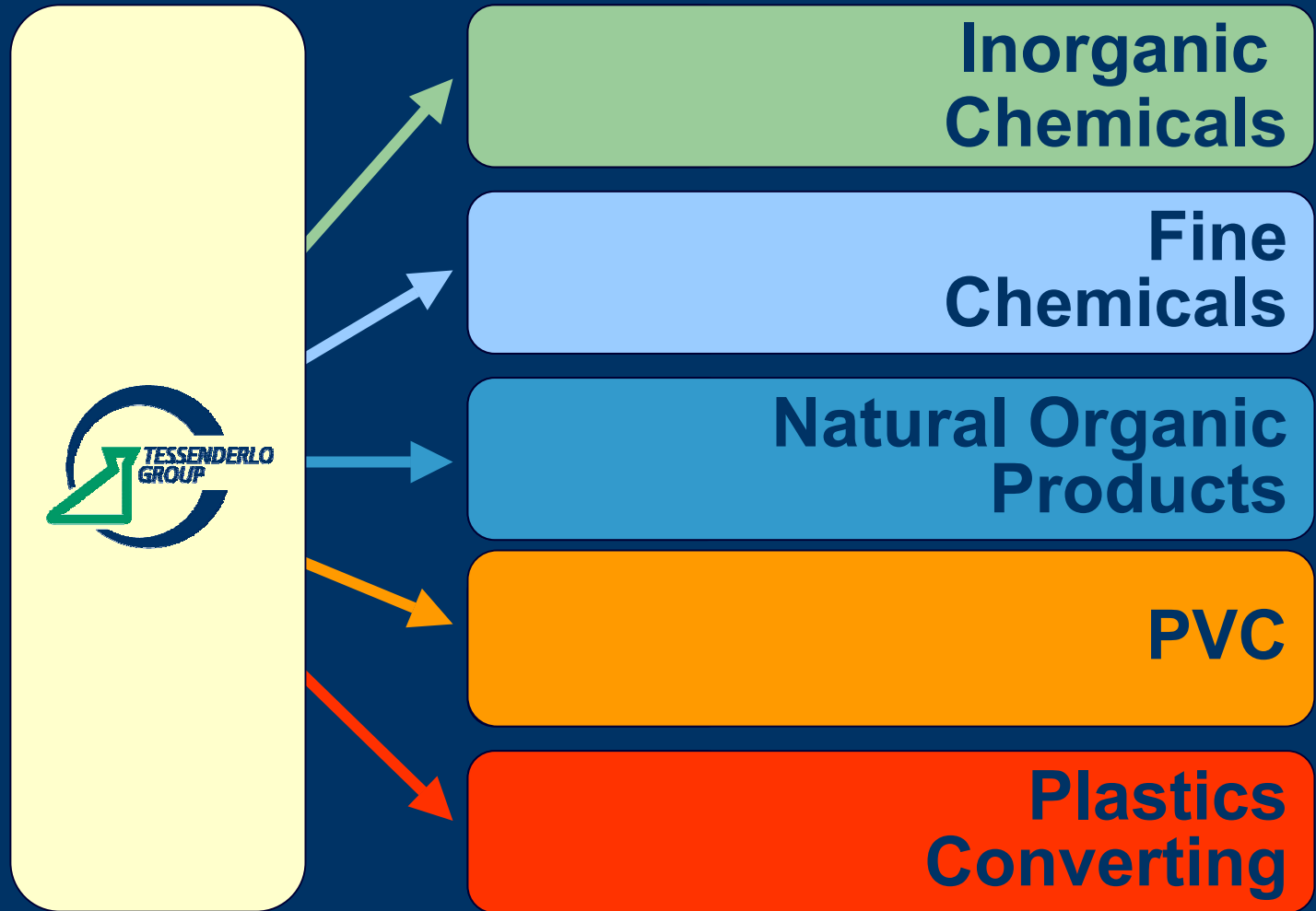
General Presentation

Tessenderlo Group Today

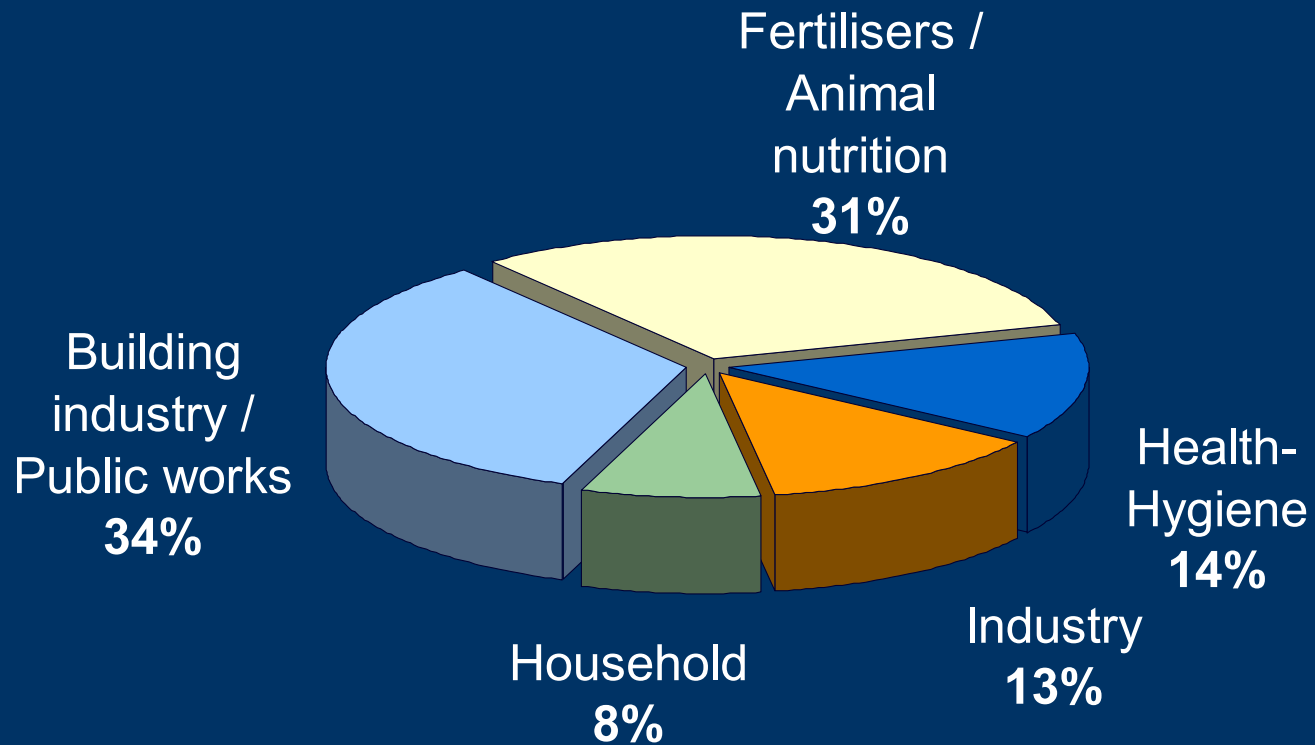


- A Belgian **diversified** chemicals group with 115 branches in 23 countries.
- World or European **leader** in most of its product areas.
- Focused on **niche**-markets.
- High **integration** level.
- 60% **specialities**.
- About 8,000 employees achieving consolidated **sales** of 1,934 million EUR in 2002.

Our Activities



Our Markets



History



- 1892 First chemical activities in Tessenderlo
- 1919 Founding of *Produits Chimiques de Tessenderlo* to manufacture sulphate of potash (fertiliser) and hydrochloric acid
- 1929 Entrance of French capital
- 1930 Appr. 1,000 members of staff
80% of the production is exported
- 1964 Gelatin production is introduced
- 1972 Start production VCM
- 1976 Entry into the Fine Chemicals market
- 1984 Start development Plastics Converting
- 1995 – Further global expansion
(China, USA, Brasil, Argentina,...)

Committed to Leadership

Inorganic Chemicals	Liquid Sulphur Fertilisers	1 WW
	Sodium Hydrosulphide	1 WW
	Hydrochloric Acid	1 WW
	Potassium Sulphate	2 WW
	Feed Phosphates	2 WW
		1 Eur
	Sodium Sulphate	3 WW
Fine Chemicals	Caustic Potash	2 Eur
	Benzyl Alcohol	1 WW
	Benzyl Acetate	1 WW
	Benzyl Chloride	1 WW
Natural Organic Products	Glycine	1 Eur
	Gelatin	3 WW
PVC	Compounds	5 Eur
	PVC	6 Eur

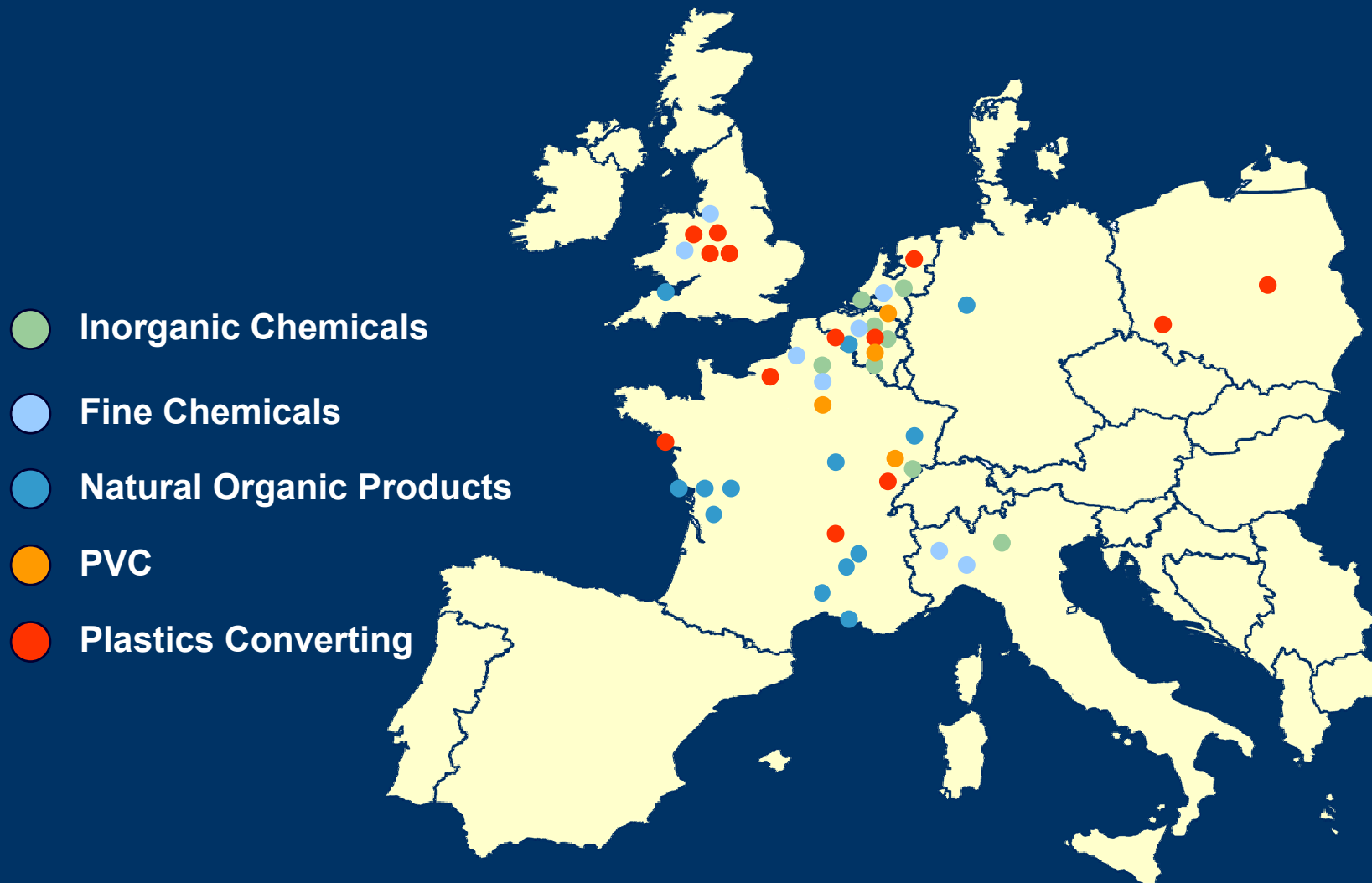
Tessenderlo Group Worldwide

Over 115 branches in 23 countries / 68 plants worldwide



European Presence

47 plants in Europe



Tessenderlo Group Strategy



- Global strategy of **leadership** in niches
- Policy of **acquisitions** with high added value mainly in Fine Chemicals & Plastics Converting
- High risk averse **management**
- Increase of **shareholders' value**
- Continuing policy of **cost reduction**
- High **return on equity**
- **Interlinked** production processes

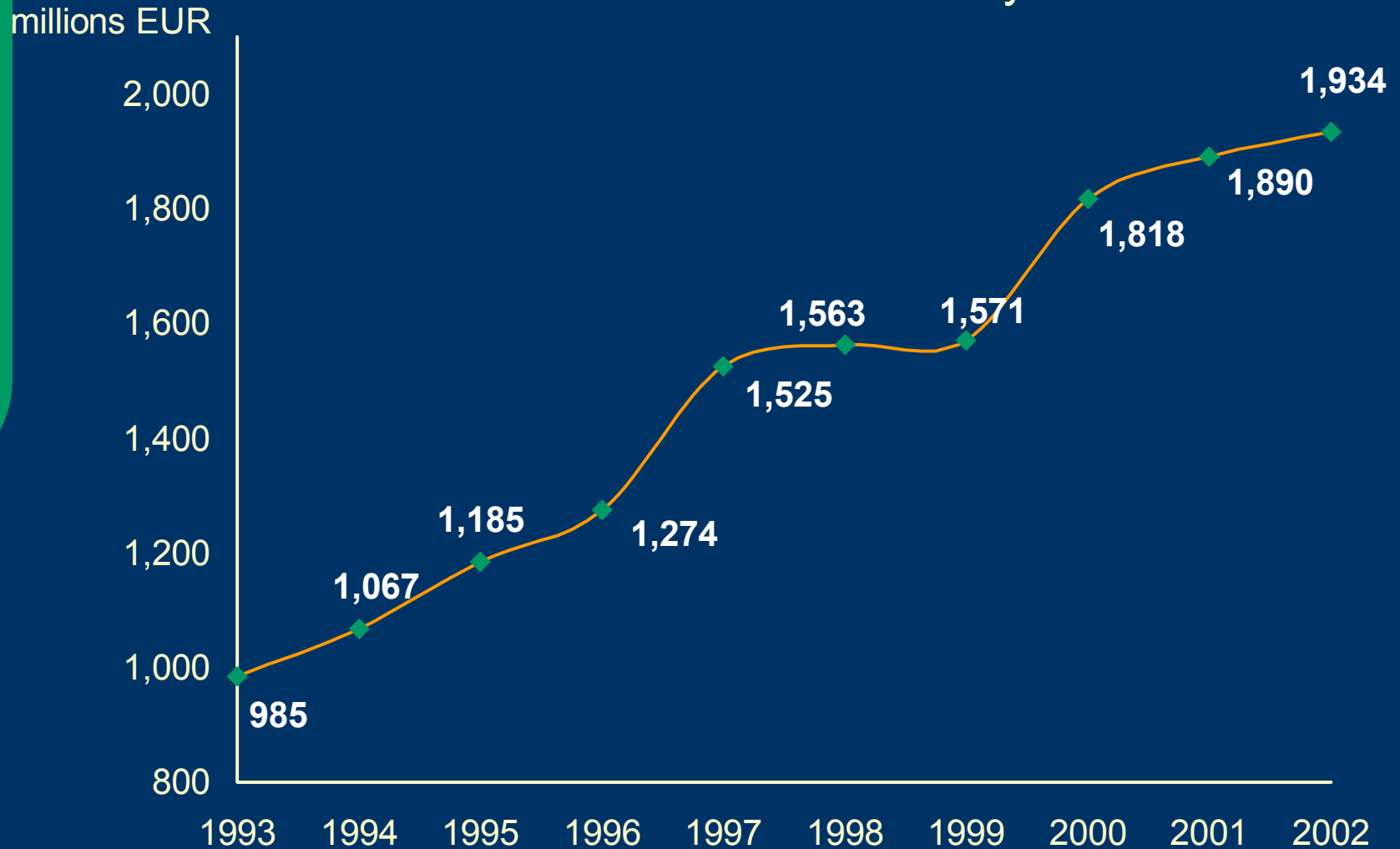
Key Figures (consolidated - millions EUR)

	2002	2001	Change
Turnover	1,934	1,890	+2.3%
Ebitda	259	230	+12.6%
Operating Result	115	109	+5.4%
Net Profit	71	65	+8.9%
Net Cash Flow	207	168	+23%
Shareholders' Equity*	758	836	-9%
Net Financial Debt	303	341	-11%
Headcount	7,934	7,849	+1%

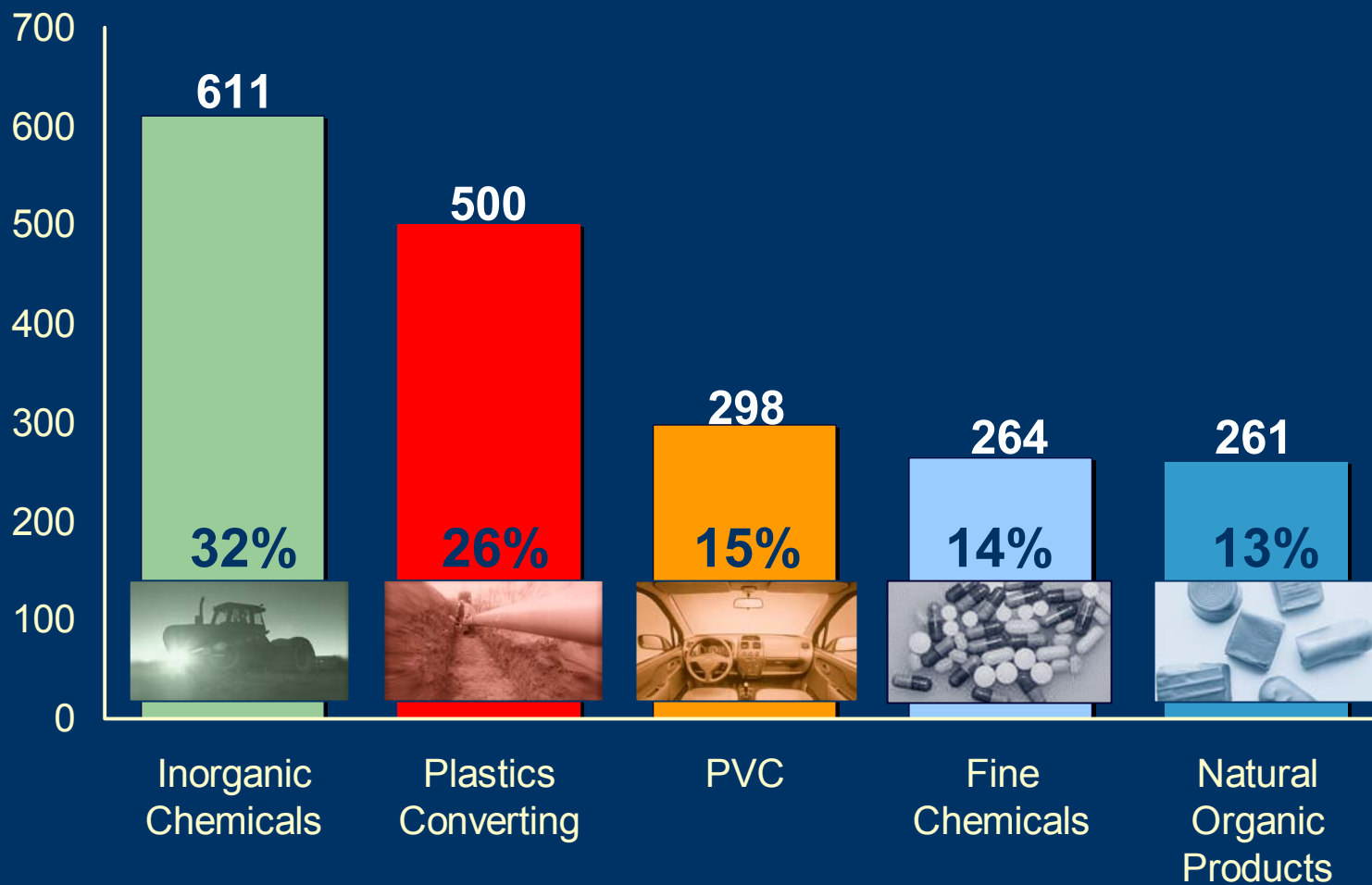
* Cancellation of capital reserve for own shares: 106,4 in 2002

Consolidated Turnover

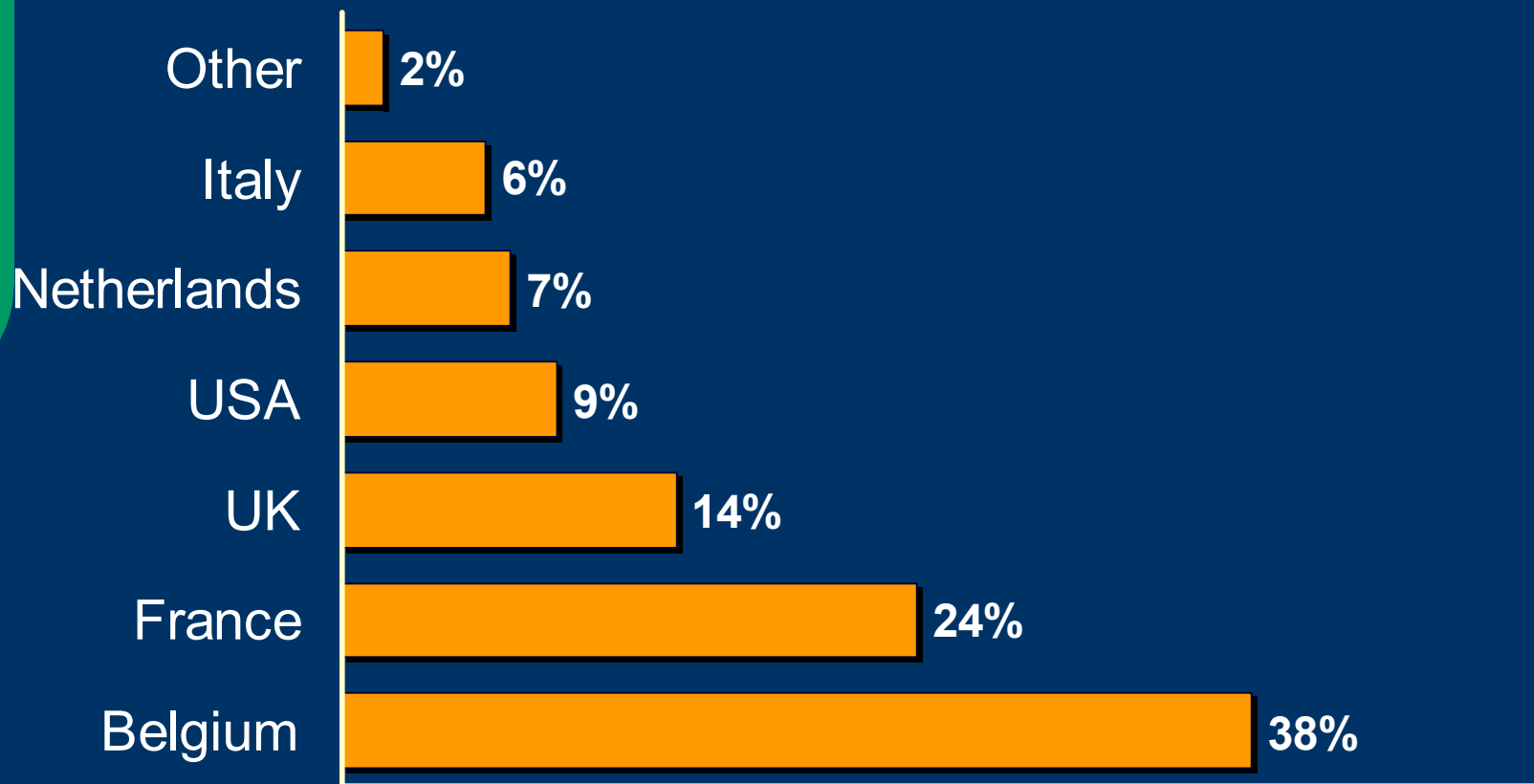
Turnover doubled over the last 10 years



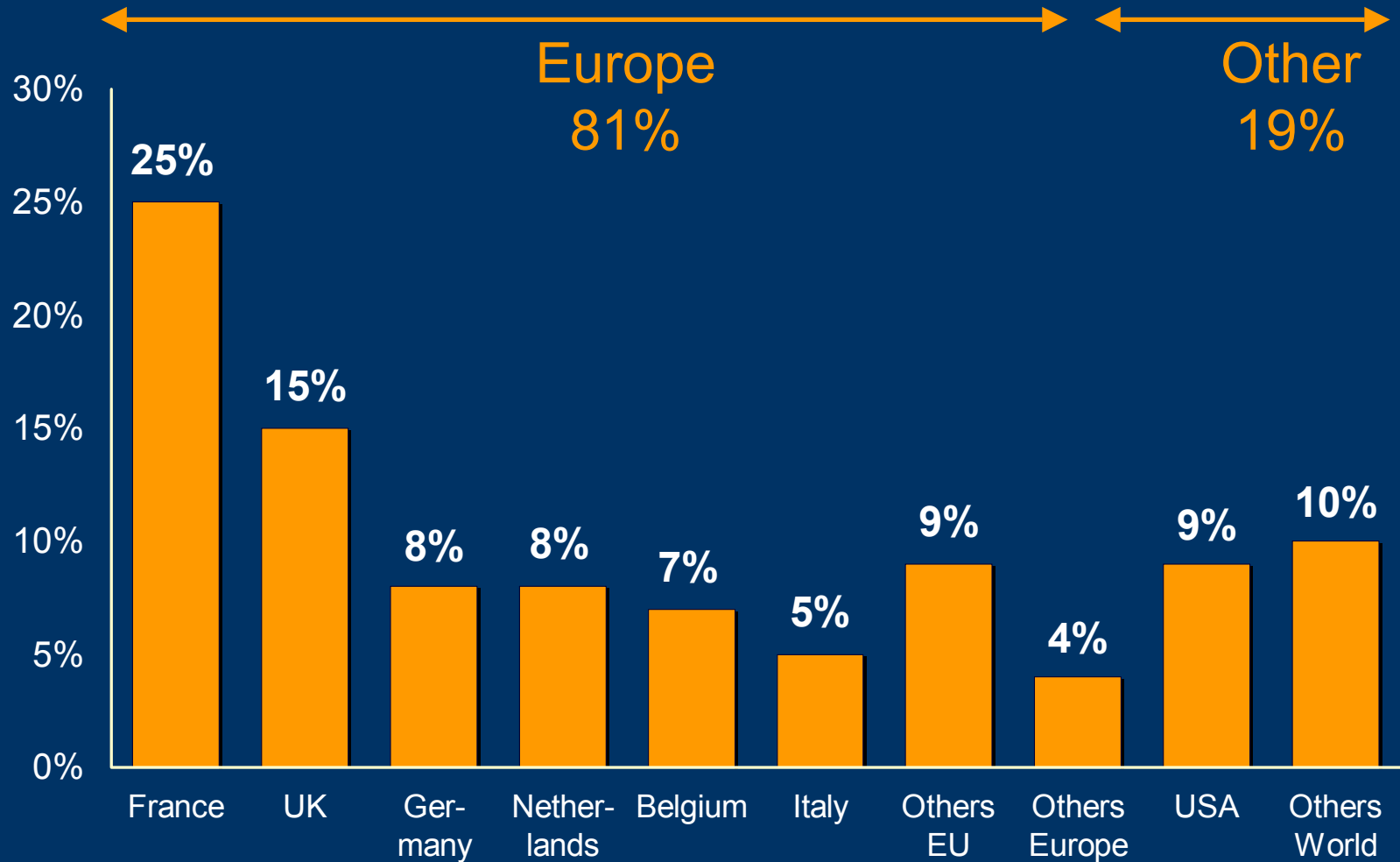
Sales Breakdown (2002 - millions EUR)



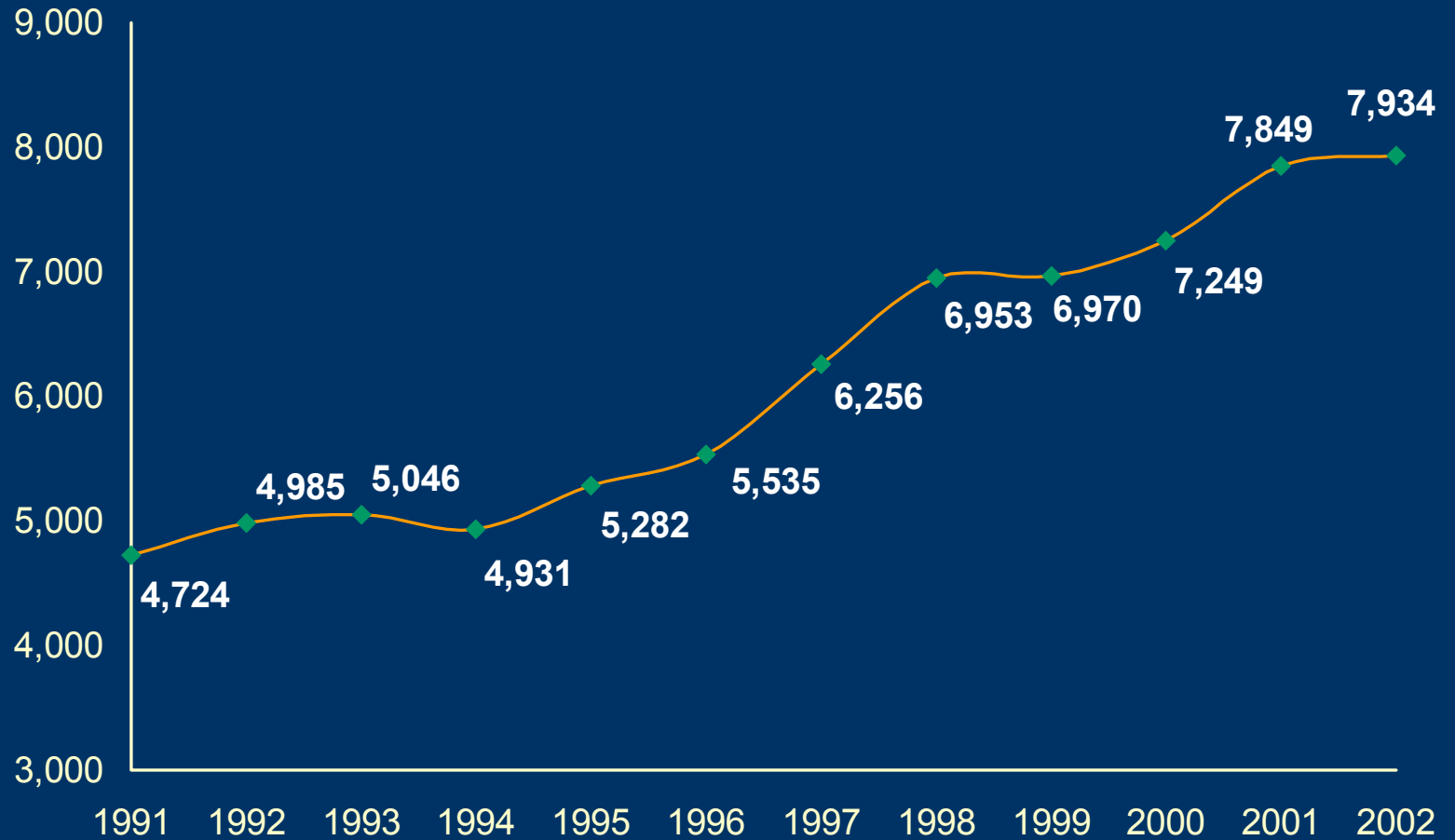
Turnover by Country of Production (year 2002)



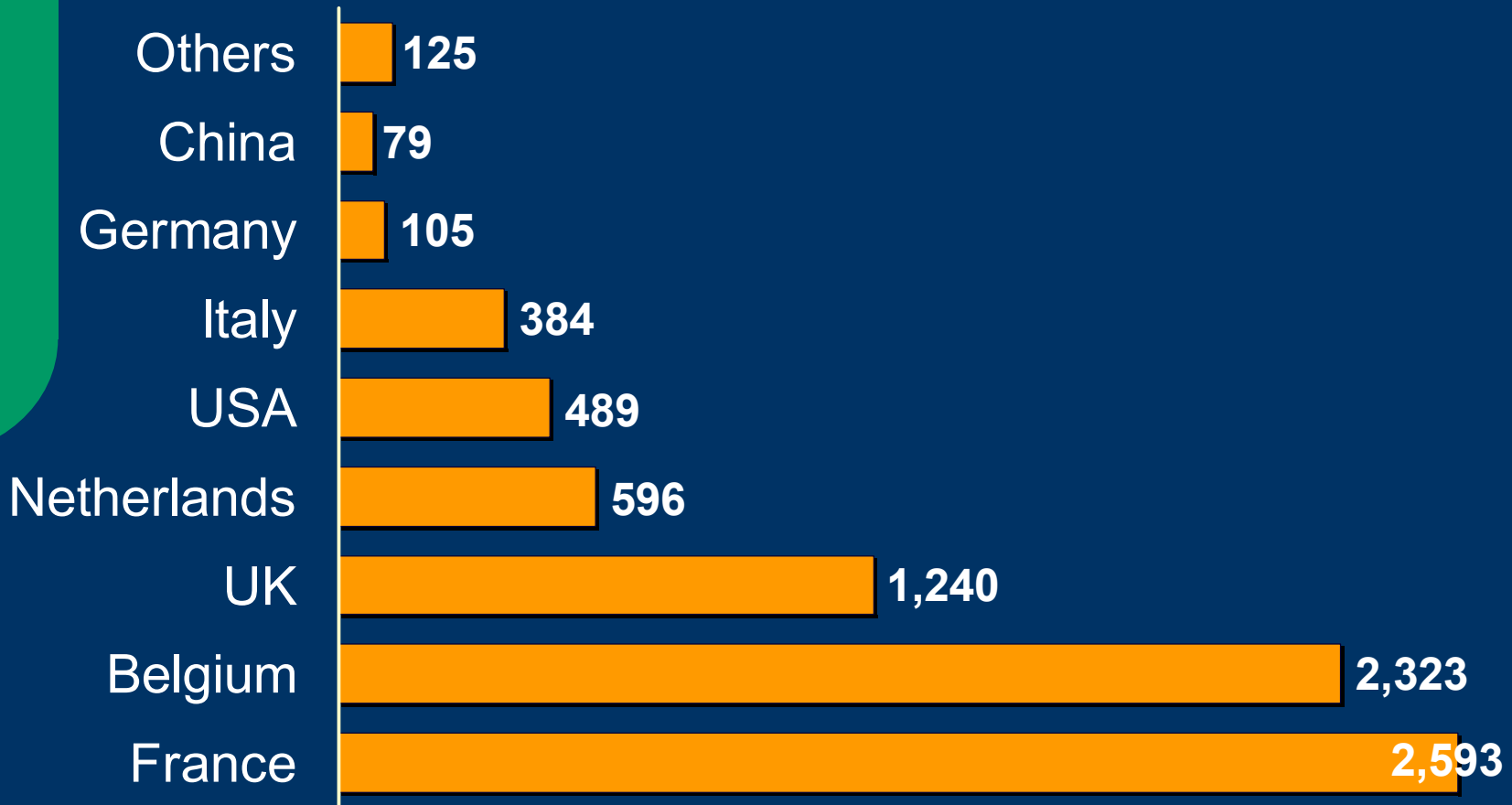
Turnover by Country of Destination (year 2002)



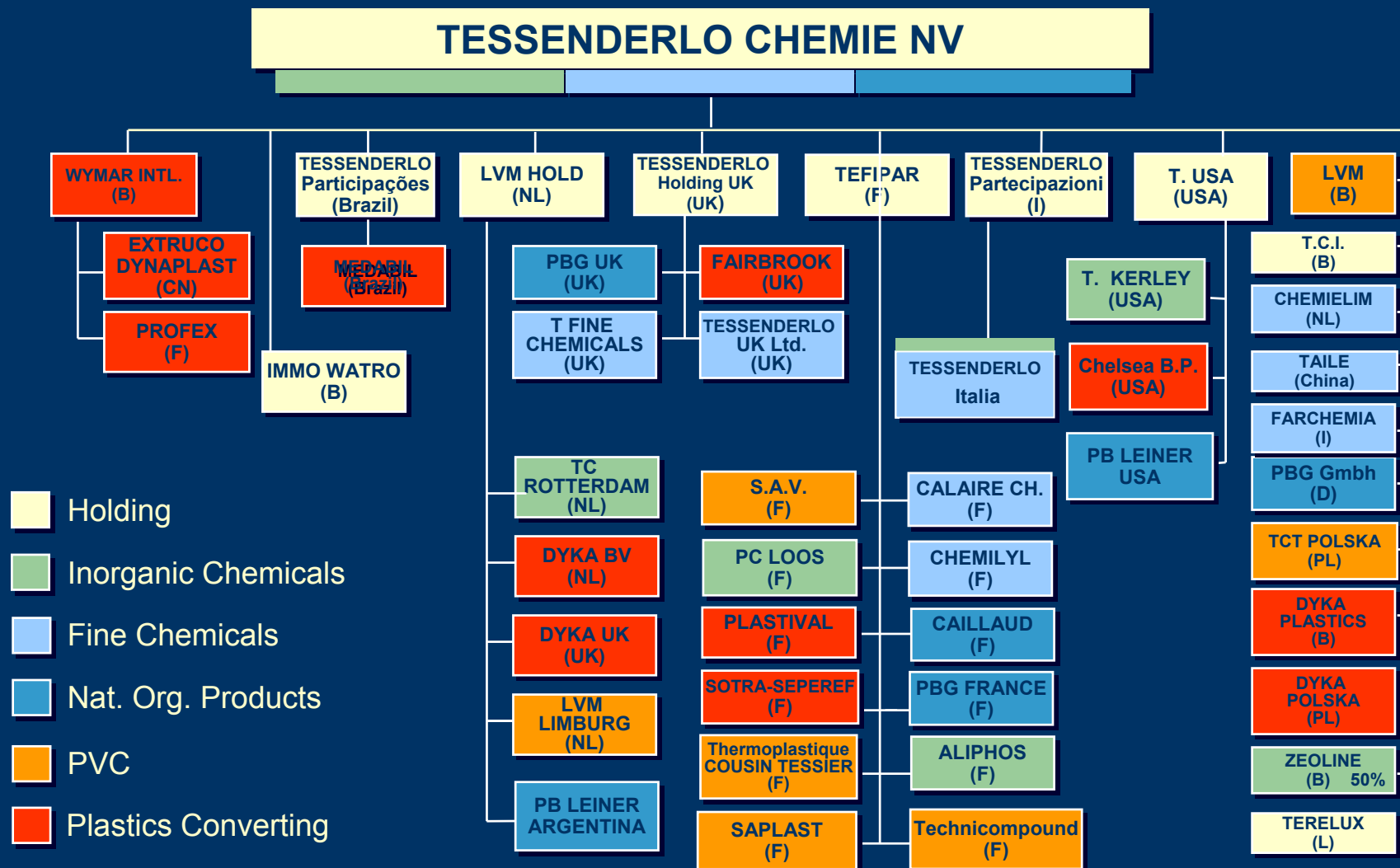
Employment



Employment Breakdown per Country (year 2002)

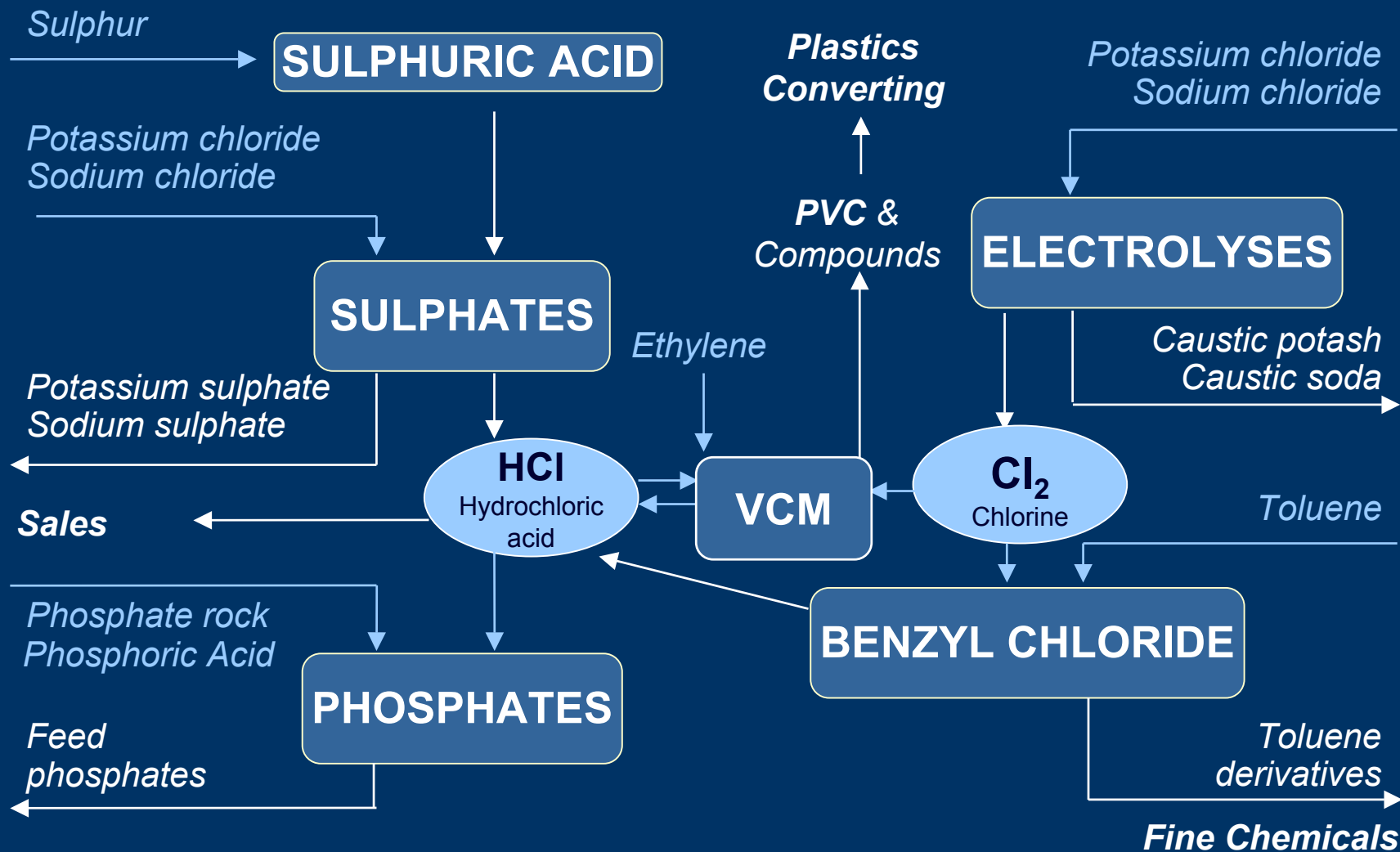


Main Consolidated Companies*



* March 2003

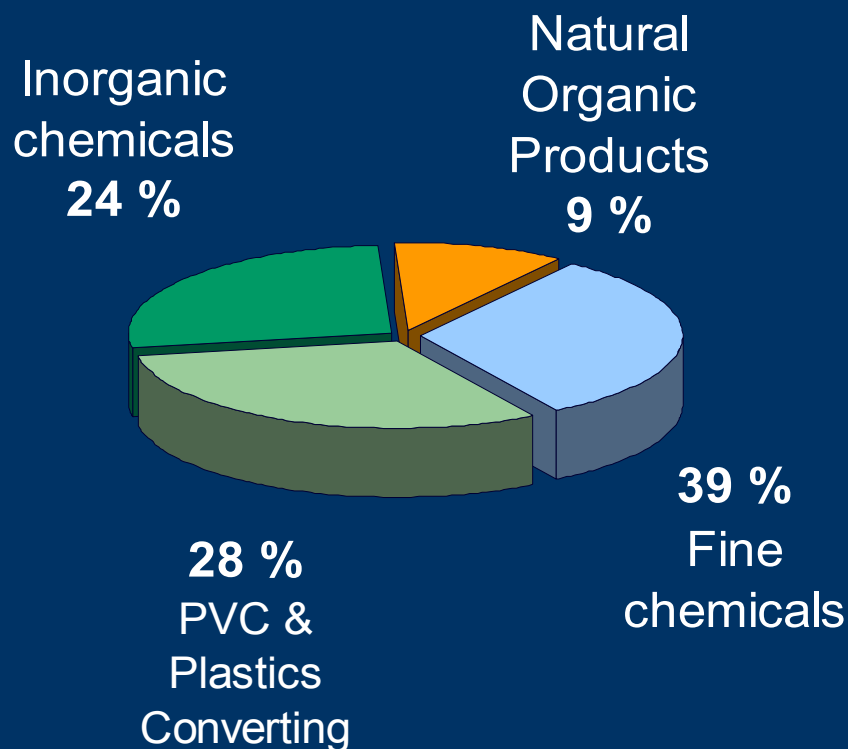
Production Overview



Organisation



Research and Development



- **Applied research and technical support** (with different pilot plants)
- **Basic research** (internal and external, process development)
- **Analysis** (quality assurance, environmental, research)
- **299 people** (mainly in Belgium, France and Italy)
- **R&D expenditures 2002:** 26 million EUR

Environment

- **“Responsible Care”**

Protection of the environment, health and safety in production and distribution

- **Permanent investments for the environment**

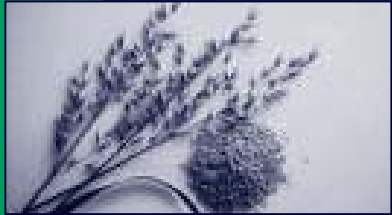
e.g. in West-Limburg 5 million EUR yearly during last 15 years

- **Voluntary Commitment of the European PVC industry**

- **Energy recuperation & participation in different recycling JV and projects**

Our Products:

Inorganic Chemicals



- **Fertilisers**

potassium sulphate (low chlorine), liquid sulphur fertilisers (ATS + KTS), caustic potash, ...

- **Animal nutrition**

bisulphate, calco-magnesium phosphates, ammonia-based phosphates, calcium phosphates

- **Detergents**

caustic soda, sodium sulphate, zeolites, ...

- **Industrial chemicals**

sodium hydrosulphide, potassium (di)carbonate, chlorine, sodium hypochlorite, potassium carbonate, sodium sulphides, inorganic chlorides, sulphur derivatives, ...

Our Products: Fine Chemicals



- **Organic chlorine derivatives**
chlorotoluenes, benzyl chloride, benzylidene chloride, benzotrichloride, benzoyl chloride, benzaldehyde, benzyl alcohol, benzyl acetate
Markets: pharmacy, photography, agrochemicals, flavour & fragrance
- **Intermediates for the pharmaceutical and perfume industries**
bulk active products, organic intermediates, building blocks for antibiotics
Markets: pharmacy, perfume industry
- **Glycine and its derivatives**
Markets: food, animal nutrition, pharmacy

Our Products: Natural Organic Products



- **Gelatins**

Markets: food, pharmaceuticals, photography

- Collection & treatment of **animal by-products**

Markets: pet food, detergents, fertilisers

- **Food ingredients**

Markets: aromas & spices

Our Products: PVC



- **Vinyl chloride monomer (VCM)**
- **Suspension PVC (S-PVC)**
- **Thermoplastic Elastomers**
- **Compounds and Specialities**

Our Products: Plastics Converting



- **Plastic Pipe Systems** in PVC, PP and PE
 - ◆ Pipes and fittings
 - ◆ 5 Factories
 - ◆ Europe (East + West)
- **PVC Profiles** for construction and industry
 - ◆ Window systems + related building products
 - ◆ 11 Factories
 - ◆ Europe (East + West) & Americas

Tessenderlo Group

Unique Position



- Highly integrated and diversified group
- Leader in niche-markets
- 60% specialities leading to less cyclicity
- Strong financial situation
- TC NV: always profitable since its entrance on the stock market in 1937
- Small management team leading to quick decision-making

Visit our website
www.tessenderlogroup.com