



Capital Markets Day 2014

Leadership with Differentiation

Aloke Lohia, Group CEO
January 10, 2014

Disclaimer

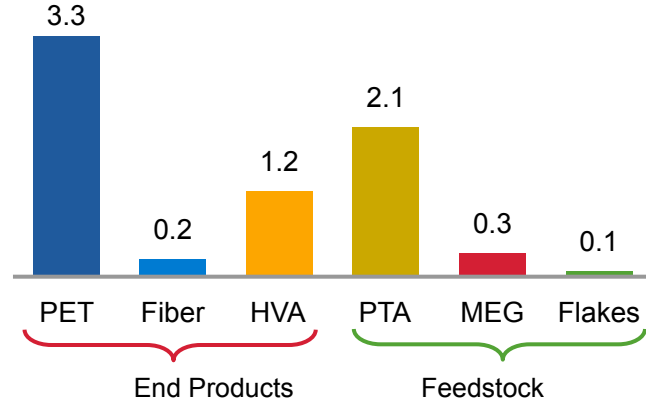
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Global Industry Leader

Unique Investment Opportunity with Significant Further Growth to Come

World Class Portfolio

2013E Capacity (MMt)



Consumer Staples

9M13 Revenue by End Use Markets(%)



Largest Scale

7.3MMt Capacity
\$7.4B Revenue
9,000 People

Most Global

42 Sites
15 Countries
4 Continents

Differentiated

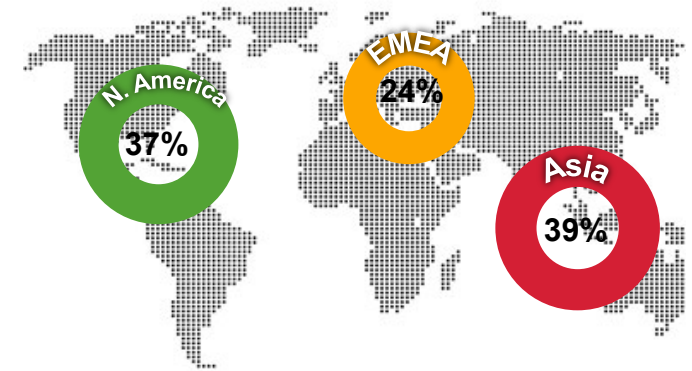
6 R&D Centers
250 Patents
125 R&D Employees

Integrated

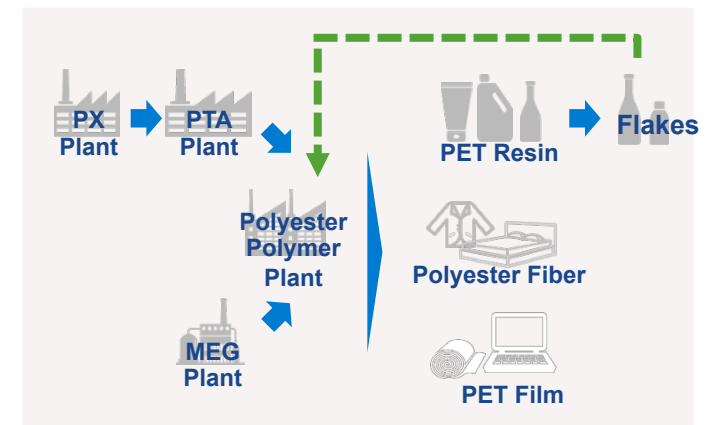
PTA
MEG
Flakes
PX (by 2018)

Truly Global Footprint

2013E Revenue Split (%)



Integrated Business Model



Note: Capacity on proforma basis including JVs

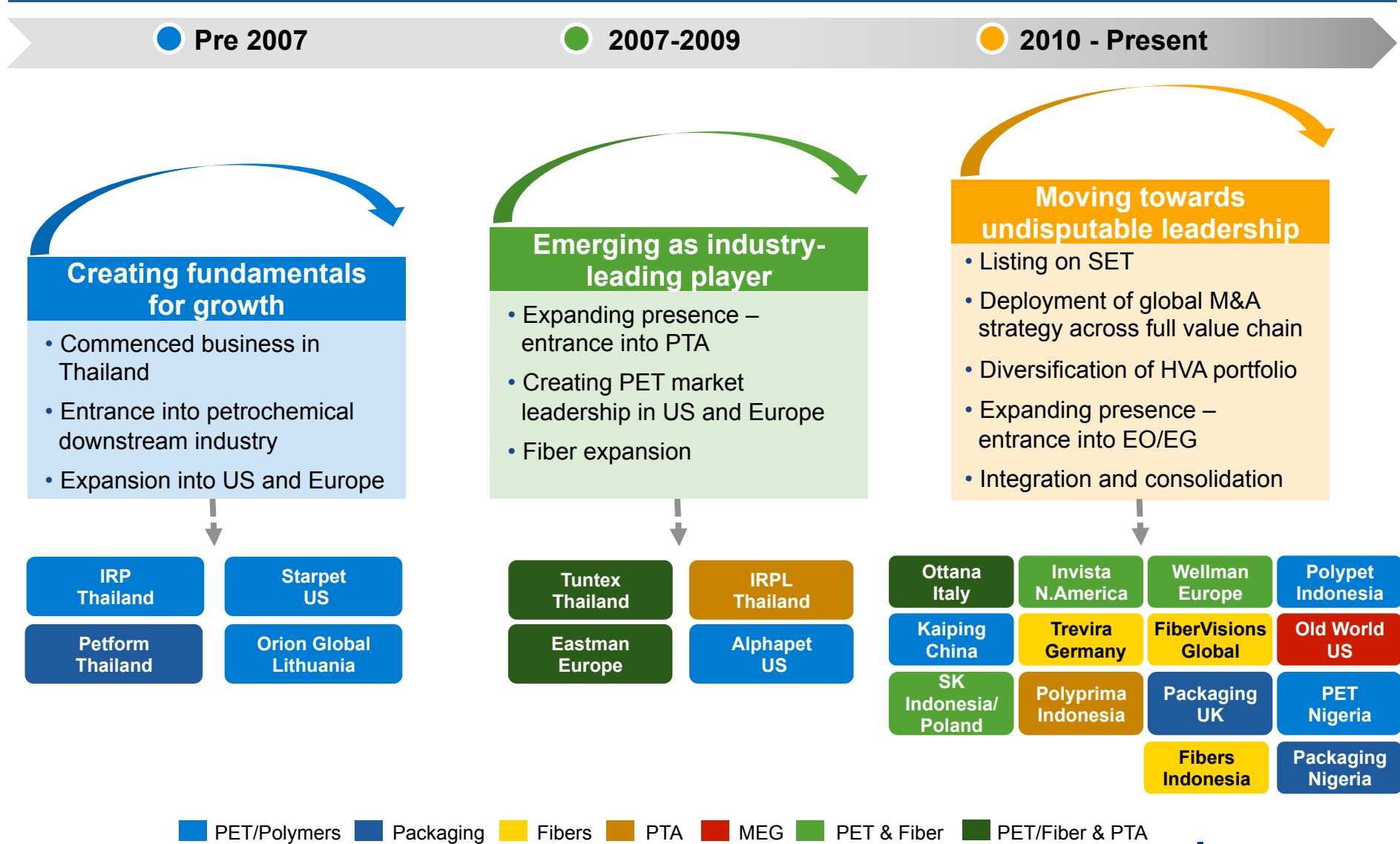
Dominant Presence Across The Value Chain

Leading Businesses Aligned to Attractive Markets

Position	Segment	Region	Share	Main Players
#1	PET Resin & Polymers	North America	31%	Alpek, M&G
		Europe	29%	La Seda, Neo Group
		China Pearl River Delta	42%	CRC, Pan Asia
#1	PET Resin	Thailand	38%	Shinkong, Thai PET Resin
		Indonesia	44%	IRS, Petnesia
		West Africa	75%	Hosaf
#1	Specialty Polyester Fibers	North America	16%	Nan Ya, Alpek
		Europe	29%	Greenfibre, Elana
#1	Commodity & Specialty Polyester Fibers	Thailand	32%	TPC, Kangwal
		Indonesia	22%	Asia Pacific, Tifico
#1	Bi-component PP Fibers	World	28%	Jiangnan, Far Eastern
#1	Monocomponent PP Fibers	North America, Europe	31%	IFG, Meraklon
#1	Recycled PET (RPET)	Europe	6%	Freudenberg, STF
#1	Recycled Fiber (RFiber)	Europe	16%	Greenfibre, Sion
#1	Merchant PEO	North America	30%	Shell, BASF

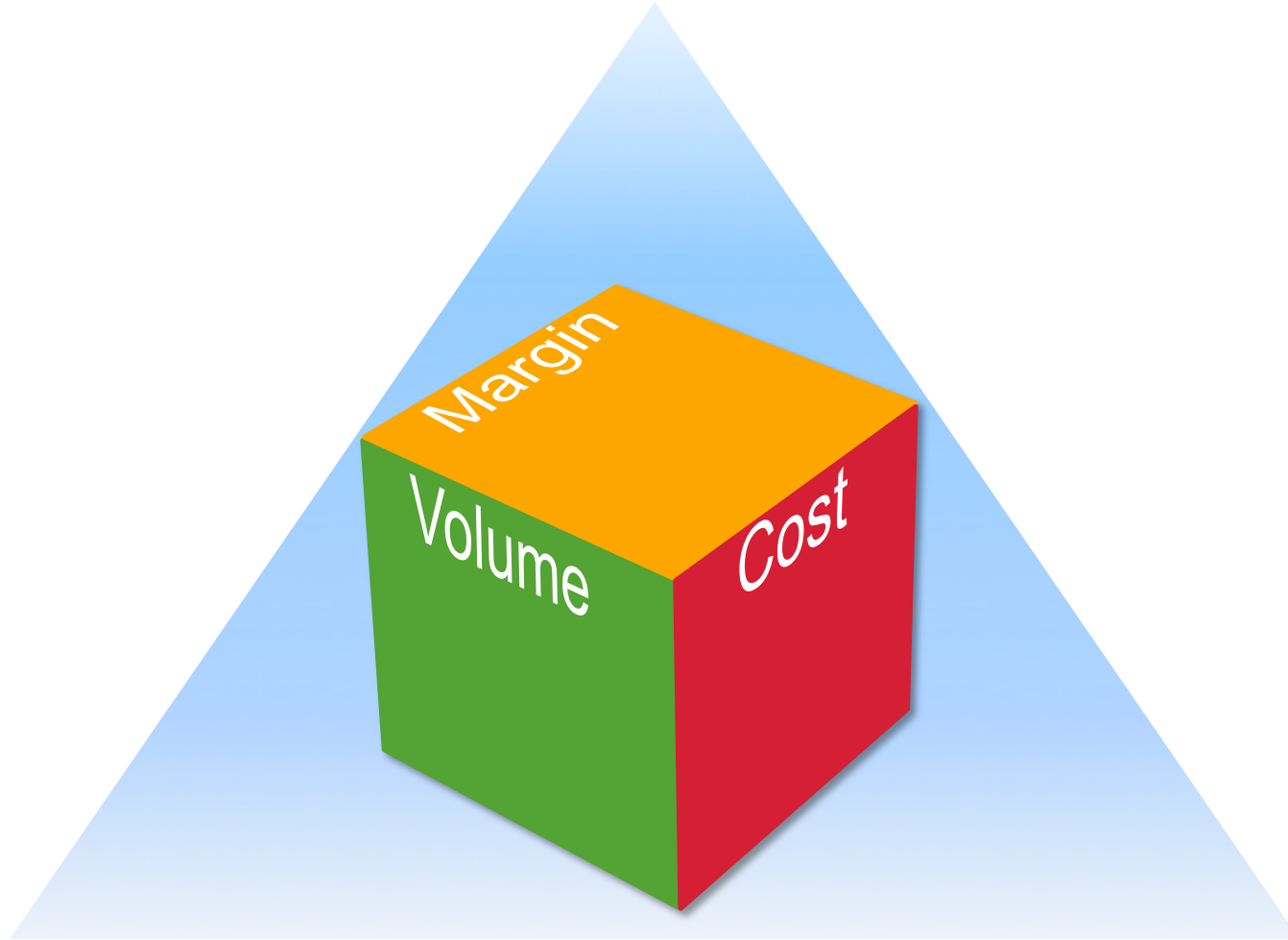
Track Record of Success with Clear Objectives

Milestones of Growth Towards Global Leadership



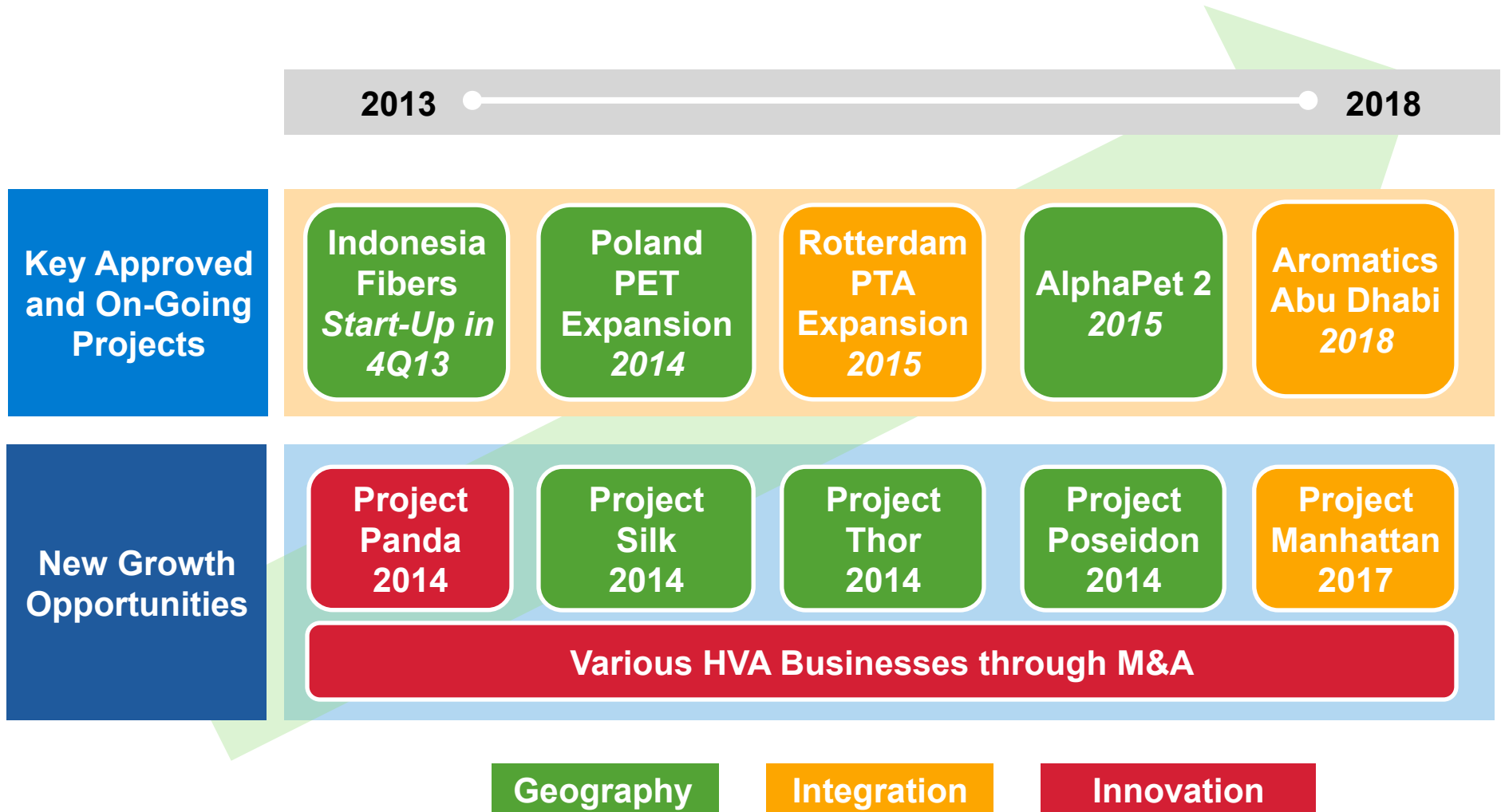
Key Drivers of Future Evolution

Principal Levers Creating Shareholders Value



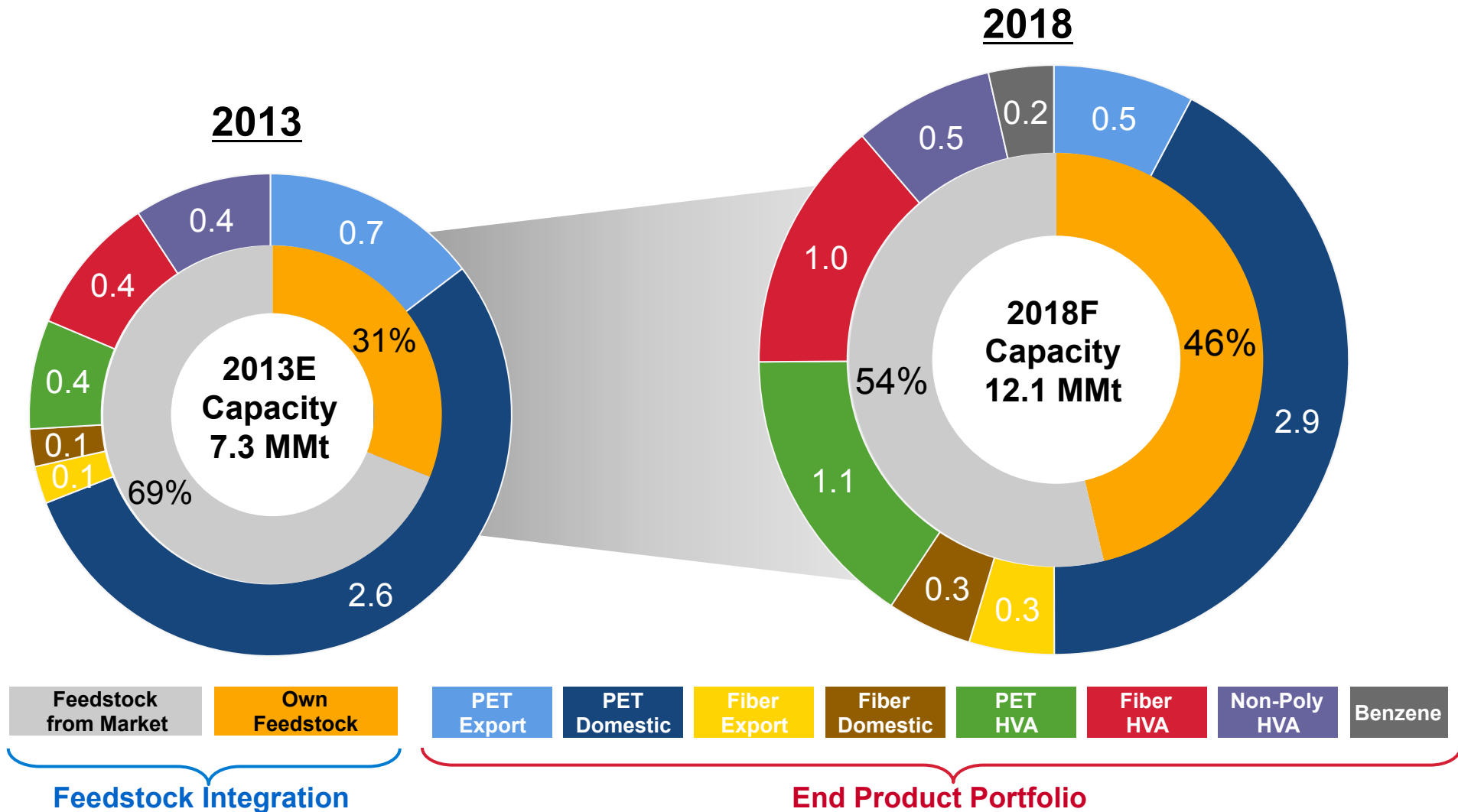
Clear Roadmap to 2018

Rich Pipeline of Attractive Opportunities



Portfolio Development

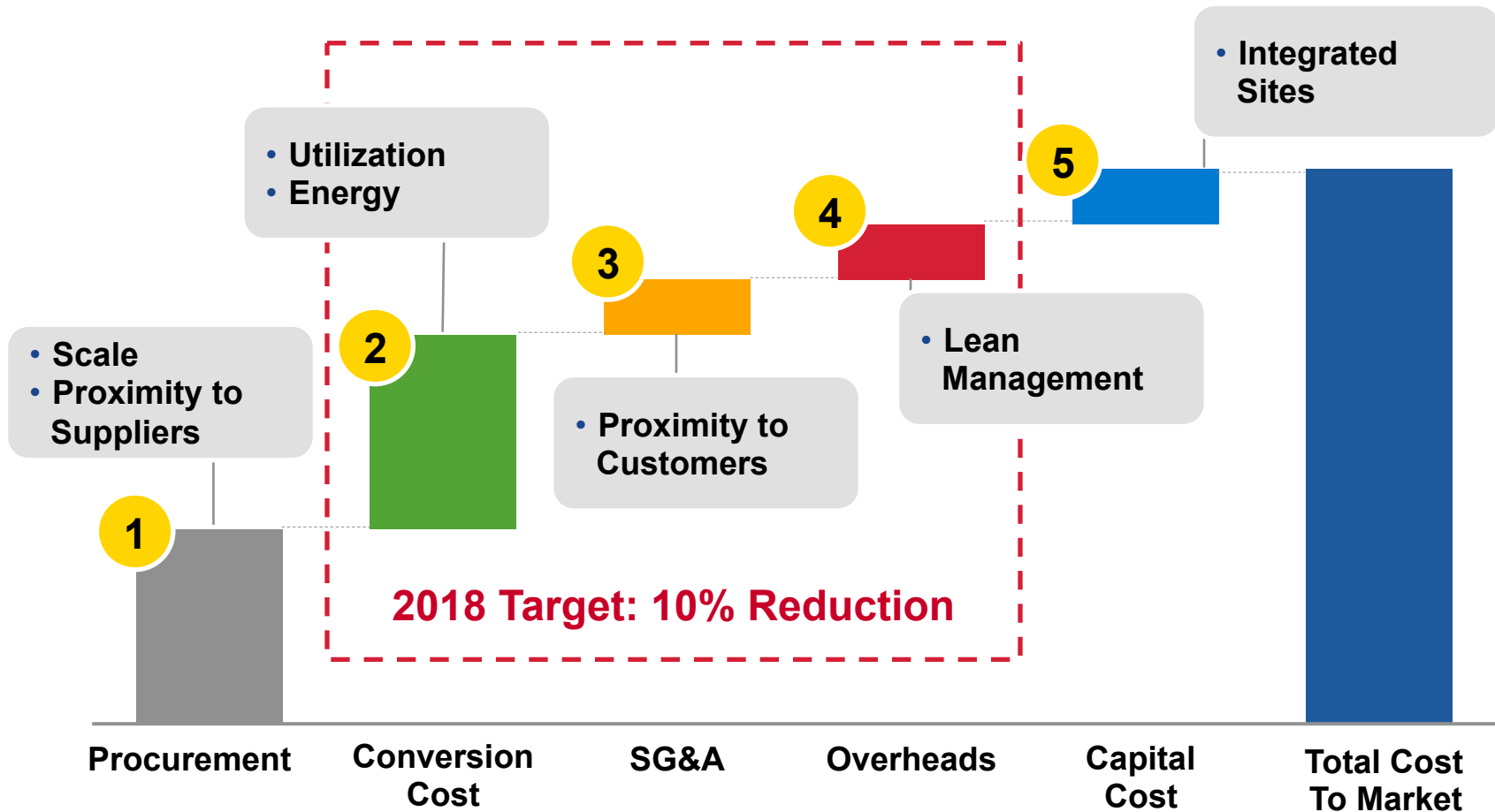
Geography, Integration, Innovation



Note: Capacity on proforma basis including JVs

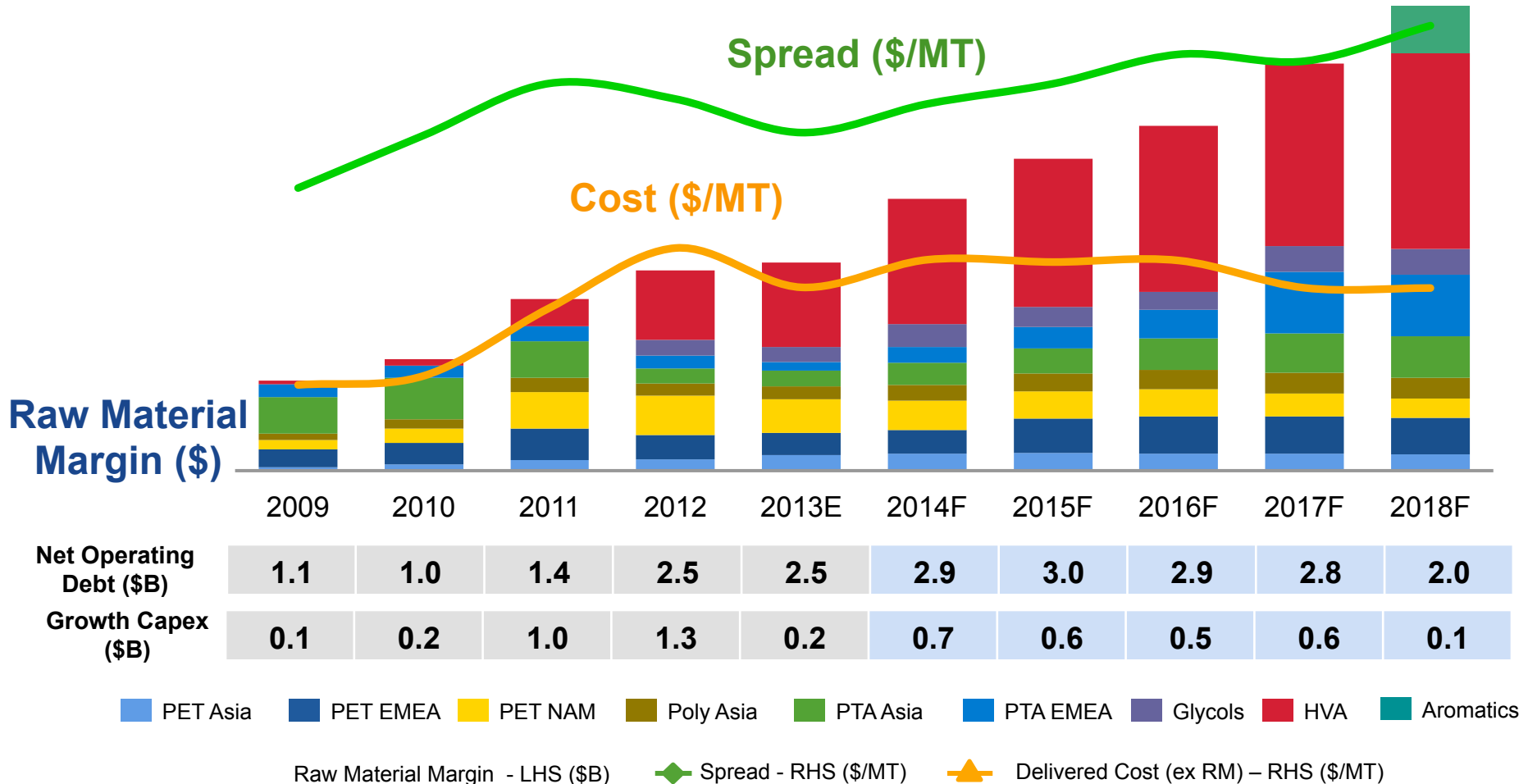
Optimized Five Elements for Cost Leadership

Leveraging Our Operational Excellence



Delivering Profitable Growth

Enhancing Margins and Optimizing Cost

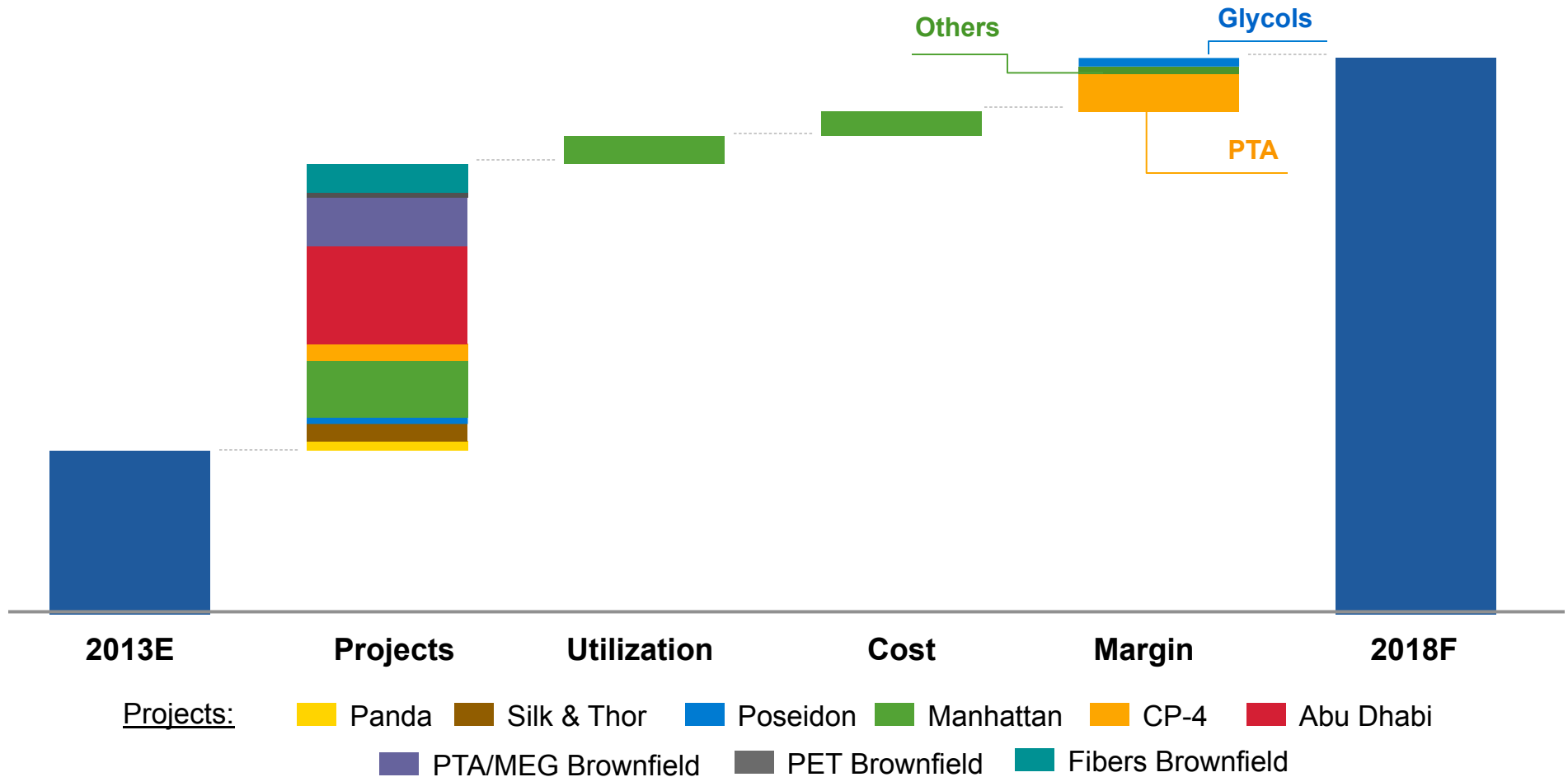


Note: Raw Material Margin defined as Sales less Raw Material Cost

Far Reaching Transformation

Maximizing Potential Opportunities

EBITDA Bridge 2013 - 2018

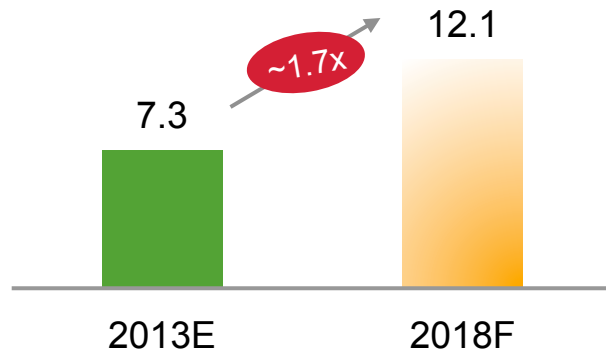


IVL Tomorrow

Creating Superior Shareholder Returns

Proforma Capacity Growth

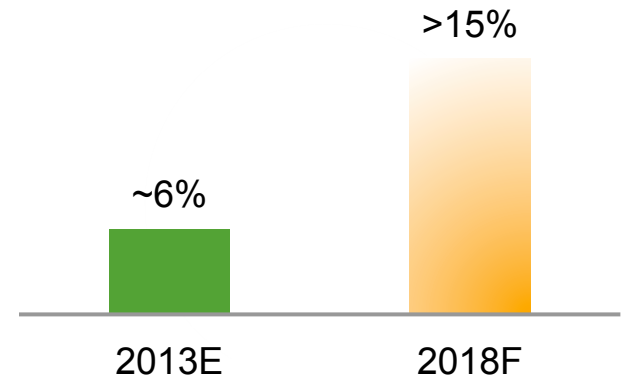
MMt



*Proforma
Revenue Growth
~1.7 times*

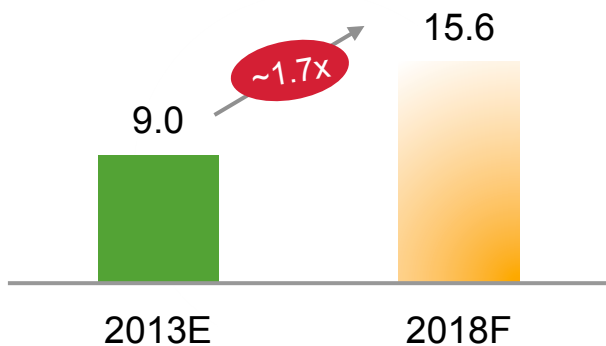
*Proforma
Capacity Growth
~1.7 times*

ROCE



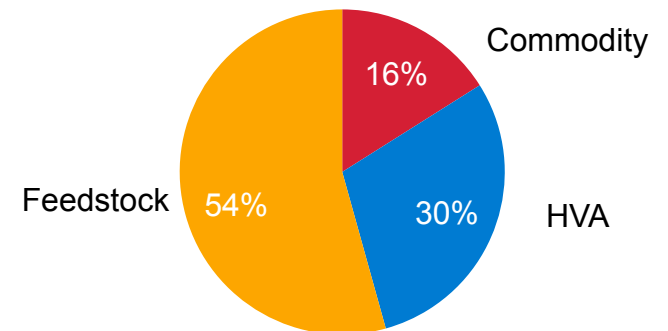
Proforma Revenue Growth

\$Billion



ROCE > 15%

2018F EBITDA



Key Drivers of Our Growth Are Compelling

Recycling



Innovation



Integration



Operational Excellence

Leading Through Differentiation

INDORAMA
V E N T U R E S