

Financial targets and aspirations as updated in 2013

	Realization 2015
Profitability targets 2015	
- EBITDA margin 14%-15%	13.9%
- ROCE 11%-12%	7.6%
Sales targets 2015	
- Organic sales growth 5%-7% annually	1%
- China sales towards USD 3 bn ¹	USD ~1 bn
- High growth economies sales about 45% of total sales	44%
- Innovation sales 20% of total sales	24%
- ECO+ sales towards 50% of total sales	57%
Cluster targets 2015	
- Nutrition EBITDA margin 20%-23%	16.6%
Organic sales growth GDP +2%	6%
- Performance Materials EBITDA margin 13%-15%	15.2%
Organic sales growth at double GDP	-4%
Aspiration regarding Emerging Business	
Areas for 2020	
- EBA sales > € 1 bn	€ 155 m

¹ The China sales target was set in 2010 and included the contributions of the Pharma, Base and Bulk Chemicals activities, which have since been (partially) divested