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High performance. Delivered.

Unlocking the opportunity for sustainable chemical industry

Milan, December 15th 2011

Agenda

- Accenture practice and experience at glance
- Global Trends
- Accenture view on sustainability
- Chemical Industry insights
- Chemical Industry and the sustainability

Accenture support a large number of chemical companies combining high performance with business sustainability

Accenture practice and experience at glance

Accenture key numbers

- ~240,000 employees in 120 countries
- $25,5 billion in net revenues (FY11)
- ~4,000 clients across industries and governments
- Serve 94 of the Fortune Global 100
- All of our top 100 clients have been clients for 5+ yrs
- Accenture business model can cover all business layers:

Chemical Industry Practice

- +30 years experiences in working with leading chemical companies
- ~2,700 skilled professional working with chemical clients in 52 countries
- Involvement with the key chemical associations: *American Chemistry Council (ACC); Société de Chimie Industrielle; European Petrochemical Association; European Chemical Industry Council (CEFIC)*

Selected Accenture Chemical Clients

Sustainability Practice

- +2,500 consultant worldwide
- +800 projects in sustainability in the last 3 years
- Key player in sustainability efforts around the world delivering transformational sustainability projects
- Sustainability relationship with:

Sustainability major Chemical Clients

In Accenture's view four global mega-trends will shape the world economy in the upcoming years

Global Trends (1/2)

Accenture's New waves of growth

'New Waves of growth' - 2011

- Accenture Multi-Polar World (MPW) series investigate since 2007 the key global trends affecting global industries and organizations
- "New Waves of Growth", Accenture's most recent multi-polar world publication, highlights four driving trends that leading organisations must address as they drive for growth

The Silver Economy

- Third-age learning
- Experiential goods and services
- Health services and wellness products
- Connected health
- Lifelong finance
- Age-inclusive consumer goods

The Resource Economy

- Intelligent energy and cities
- Green infrastructure
- Food and agribusiness
- Alternative energy sources
- Eco-ethical products
- Waste, water and land mgmt
- Eco-consultancy
- Carbon finance

The Multi-technology future

- Core technologies
- Ancillary technologies and services
- Convergent technologies
- Technology-enabled business models

The Emerging market surge

- Low-cost business models
- The "southern surge" in financial
- Services
- Infrastructure development
- Citizen services
- International knowledge exchange
- The global middle class

- These trends have significant implications for all leading organisations;
- We believe that factoring these trends into company strategy will future-proof some elements of strategic roadmap for Sustainability Value Capture (SVC)

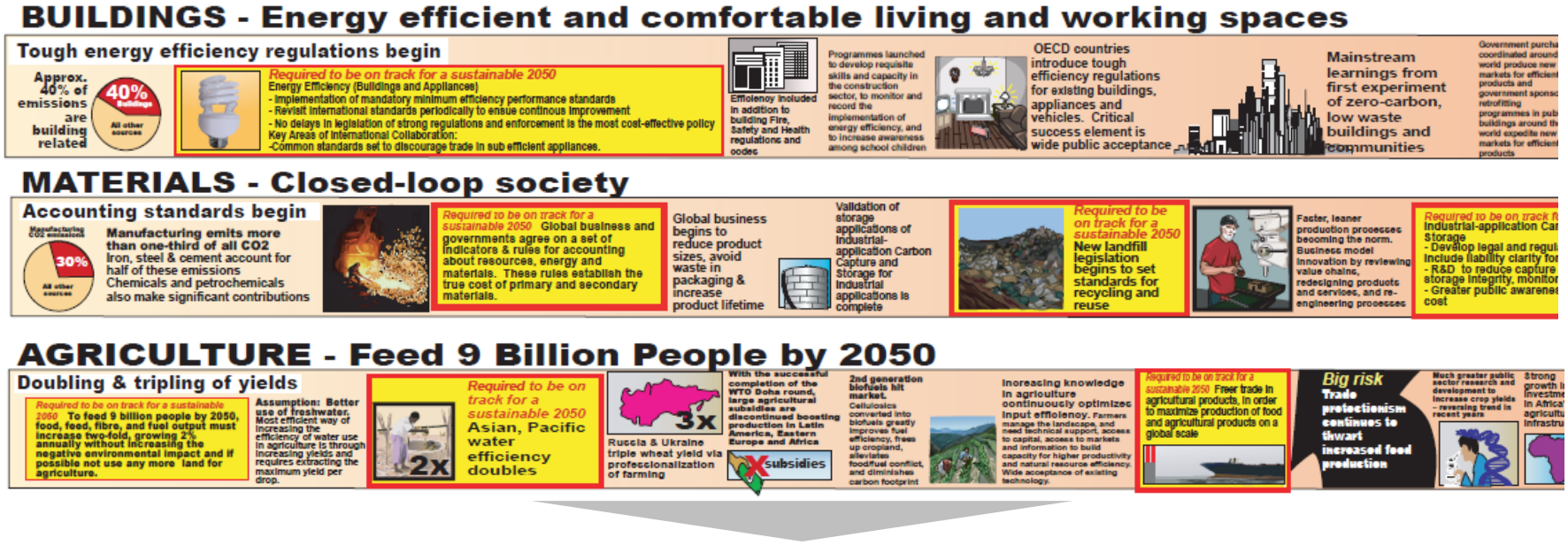
The WBCSD highlights how some sectors, key end markets of the chemicals sector, will play a key role in achieving the Vision 2050[1)]

Global Trends (2/2)

World Business Council for Sustainable Development Vision 2050

World Business Council for Sustainable Development – Pathway toward a sustainable 2050

Excerpt



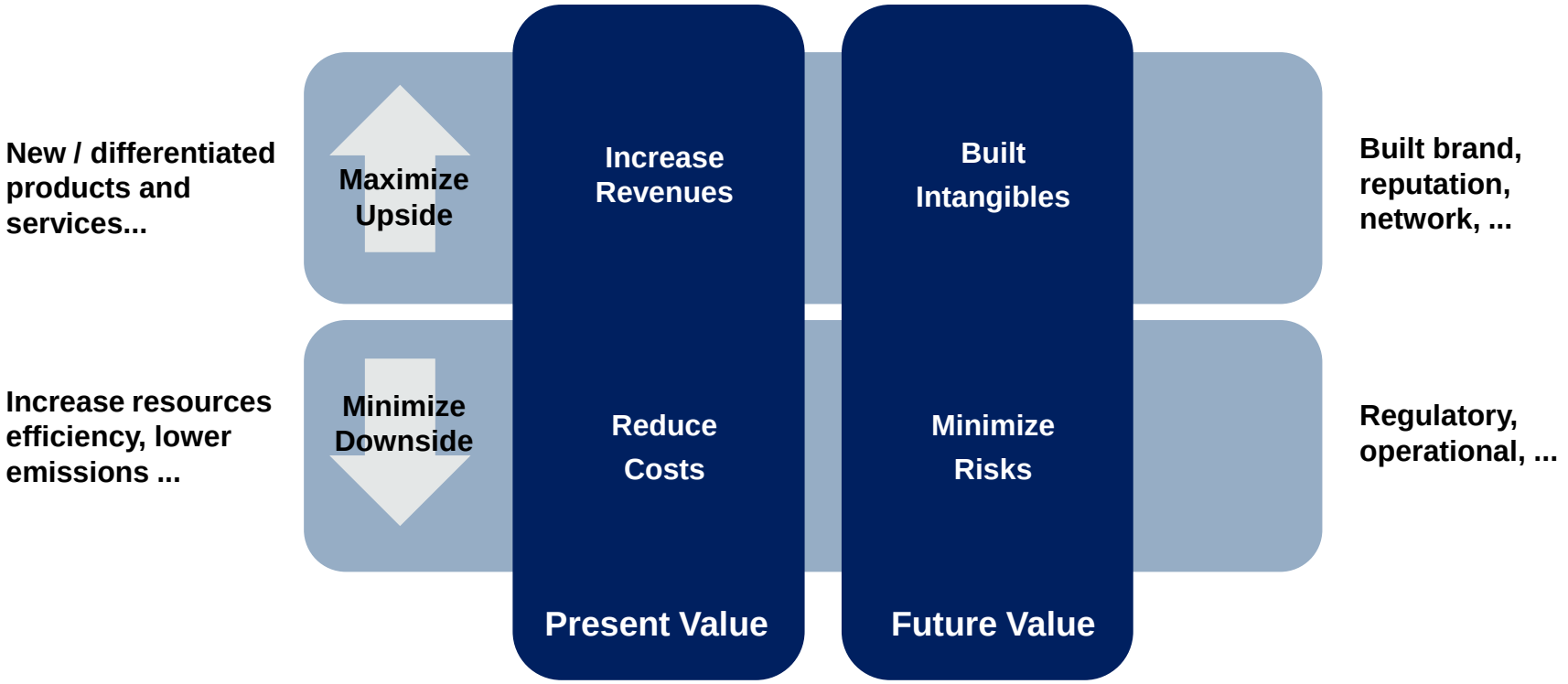
The Chemical sector is a key enabler in fostering sustainable development through the injection of more sustainable products in key industries' supply chains

Source: WBCSD;
Note: 1) Accenture is a member of the coalition of some 200 companies from all sectors and regions who contributed to the development of the WBCSD Vision 2050

For that reasons Sustainability must be considered as a strong way for value generation

Accenture view on sustainability

Sustainability is the way a company or organization creates value for its shareholders and society by reducing negative impacts and enhancing positive impacts on social, environmental and economic issues and stakeholders to:



Leading players are addressing key sustainability trends to identify innovation growth clusters and extract additional value from their product portfolio

Chemical Industry insights

	Mega trends	Growth clusters/Emerging business areas
BASF	▪ BASF has focused on four mega-trends: – Growing and ageing population – Urbanization – Energy demand and climate protection – Globalization and developing markets	▪ BASF has identified five growth clusters (each targeting multiple applications): – Energy management, Nanotechnology, White Biotechnology, Plant Biotechnology, Raw Material Change
Dow Corning	▪ Dow Corning has identified three key mega trends relevant to its business: – Urbanization – Renewable energy – Aging population	▪ Accordingly the Company has decided to focus its growth on: – Construction – Photovoltaic – Personal care
DSM	▪ DSM has identified four trends: – Climate and Energy – Health and Wellness – Functionality and Performance – Emerging economies	▪ DSM has defined four “Emerging Business Areas”: – Biomedical Materials, Personalized Nutrition, Specialty Packaging, White Biotechnology

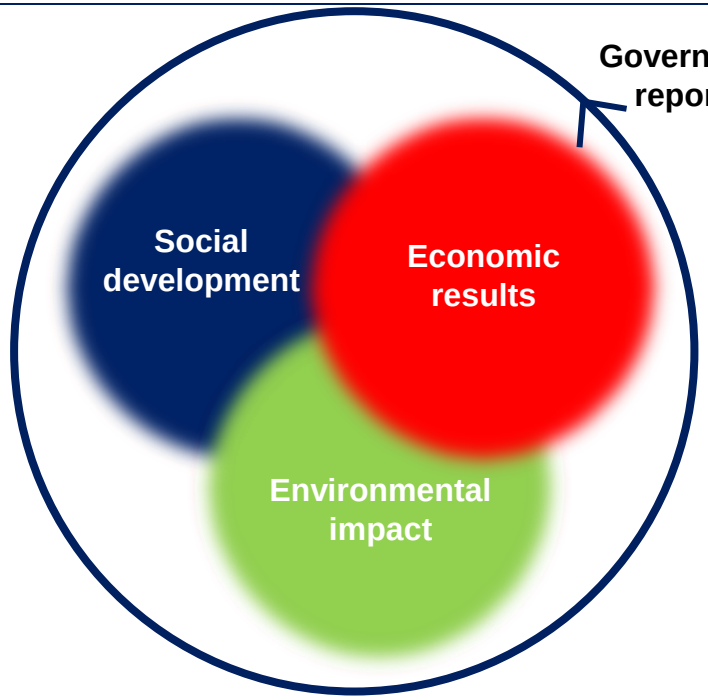
There is broad agreement among leading chemicals about the most important trends

Source: Company website; Accenture analysis

Italian Chemical Industry has the opportunity to address the emerging Sustainability challenges harmonizing them with all business decision

Chemical Industry and the sustainability

Paradigm of sustainability



Companies able to create long-term value must manage economic results, social development and environmental impacts guaranteeing efficient governance and accurate reporting to the community

Hot topics for the Italian company

- **Energy cost** is source of economic disadvantage towards European players. Since long time Italian chemical companies have focused their effort to improve industrial processes to reduce energy cost impacts
- **Safety** is always an important target mainly due to big injures and accidents occurred in the past
- **Regulatory compliance (e.g., REACH, CLP-GHS, etc.)**, that manages the market of substances and chemical products, can be an operational risk but even an opportunity to take advantages
- **Emissions reduction** faced in indirect way, all along companies tried to minimize disbursement (i.e.; sanctions or penalty actions) without considering as an opportunity
- **Reporting and communication** are not managed in a structured and constant approach

Attachments

- Accenture Sustainability Services

Our Sustainability services cover all aspects of business from Strategy to Operations

Large spectrum of services in the Sustainability area

Accenture Sustainability Services

Sustainability Strategy

- Sustainability Policy & Regulation
- Sustainability Strategy & Journey Management
- Innovation & New Businesses
- City Growth & Strategy Management

Operational Excellence

- Sustainable Consumption
- Sustainable Supply Chain
- Trust & Stakeholder Management Services
- Sustainable Talent, Organization & Learning
- Sustainability Performance & Risk Management
- Environmental, Health & Safety Management
- Green Six Sigma
- Green IT

Emissions Management

- Climate & Energy Management Services
- Clean Energy Solutions
- Carbon Markets & Carbon Trading
- Water & Waste Management Services

Intelligent Infrastructure

- Intelligent Transport
- Smart Building Solutions
- Smart Grid Services
- Infrastructure Analytics Services
- City IT & Communication Network Solutions
- Waste, Water & Recycling Solutions
- Interactive eServices

"Accenture has not been focusing on just leveraging existing capabilities to serve Clients on sustainability issues but has intended […] to innovate dedicated and integrated service offerings […]. Today it can refer to a very appealing sustainability service portfolio, including 23 branded offerings […].

Source: Forrester Research

We are a leader in our knowledge of sustainability and its implications for business having developed a suite of research into sustainability imperatives

Selected Thought leadership

Non-Exhaustive

Institute of High Performance Business

- A New Era of Sustainability – CEO Global Compact
- Compatible aims: Sustainability and High Performance
- The Cancun Concepts: Pragmatic recommendations from industry for effective carbon policy negotiations at COP16 and beyond

Sustainability Thought Leadership

- Optimizing Sustainability Performance Management: A review of findings from Accenture's 2011 Sustainability Performance Driving value from integrated sustainability
- Sustainability Strategy for High Performance in the Chemicals Industry
- Water scarcity & management
- Management Survey
- Can business do well by doing good ?

Carbon Management & Strategy Thought Leadership

- Seizing the Opportunities in the Low-Carbon Economy: Emissions Trading and Risk Management Capabilities for High Performance in Energy-Intensive Industries
- Climate Change and Health:Framing the Issues
- Carbon Capture and Storage: Actions to achieve high performance in a low-carbon economy
- Seizing Opportunities – Managing Threats – A low-carbon future
- To Copenhagen and Beyond – A pragmatic approach to mitigating climate change
- Carbon Disclosure Project – The Case for City Disclosure
- Supply chain decarbonization

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