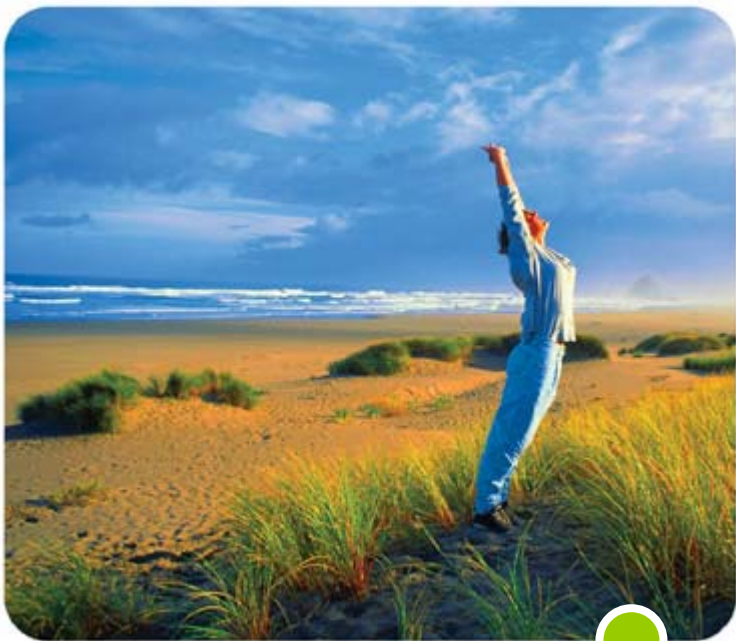


*The Solae*  
*Company*<sup>™</sup>



**The Solae Company**

**Better Ingredients**

**for Better Living<sup>™</sup>**



# The Solae Company at a Glance

- Soy Protein Food Ingredient - Manufacture and Market
- Annual Revenues: ~\$1 Billion
- 3,150 Global Employees
- >3,000 Customers in More Than 80 Countries
- Regional Headquarters:
  - St. Louis, MO
  - Sao Paulo, Brazil
  - Hong Kong, China
  - Geneva, Switzerland
- Technology Centers:
  - St. Louis, MO
  - Hazelwood, MO
  - Aarhus, Denmark
  - Esteio, Brazil
  - Moscow, Russia
  - Luoyang, China





# Leaders in Nutrition Research

- Over 40 Years of Nutrition Research Support:
  - 600 Studies Completed & Ongoing
  - Over 300 Published Studies
  - Studies Ongoing at 200 Global Universities and Institutions
  - Relationships with Distinguished Researchers Worldwide
  - Dedicated Nutrition Science Team
- A Focus On Discovering New Health Benefits:
  - High Quality Protein
  - Heart Health
  - Women's Health
  - Weight Management
  - Glycemic Response
  - Cognition
  - Satiety
  - Performance Nutrition
  - . . . And More



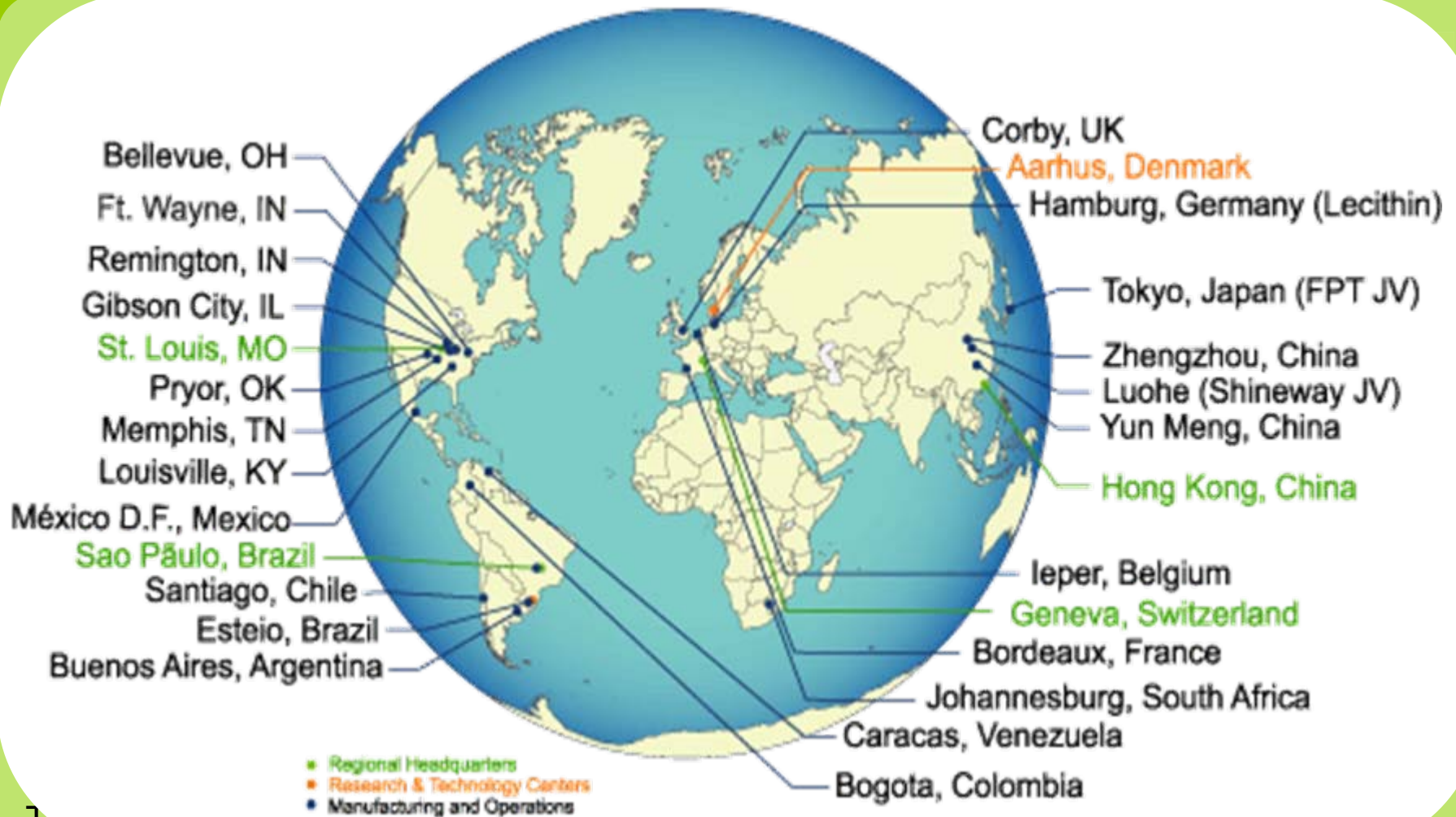
# Core Applications

- Nutrition Bars
- RTD, Powdered Beverages
- Meat, Poultry, Seafood
- Meat Alternatives
- Baked Goods
- Extruded, Baked Snacks
- RTE & Hot Cereals
- Pasta
- Dairy Alternatives
- Infant Formula
- Clinical Nutrition



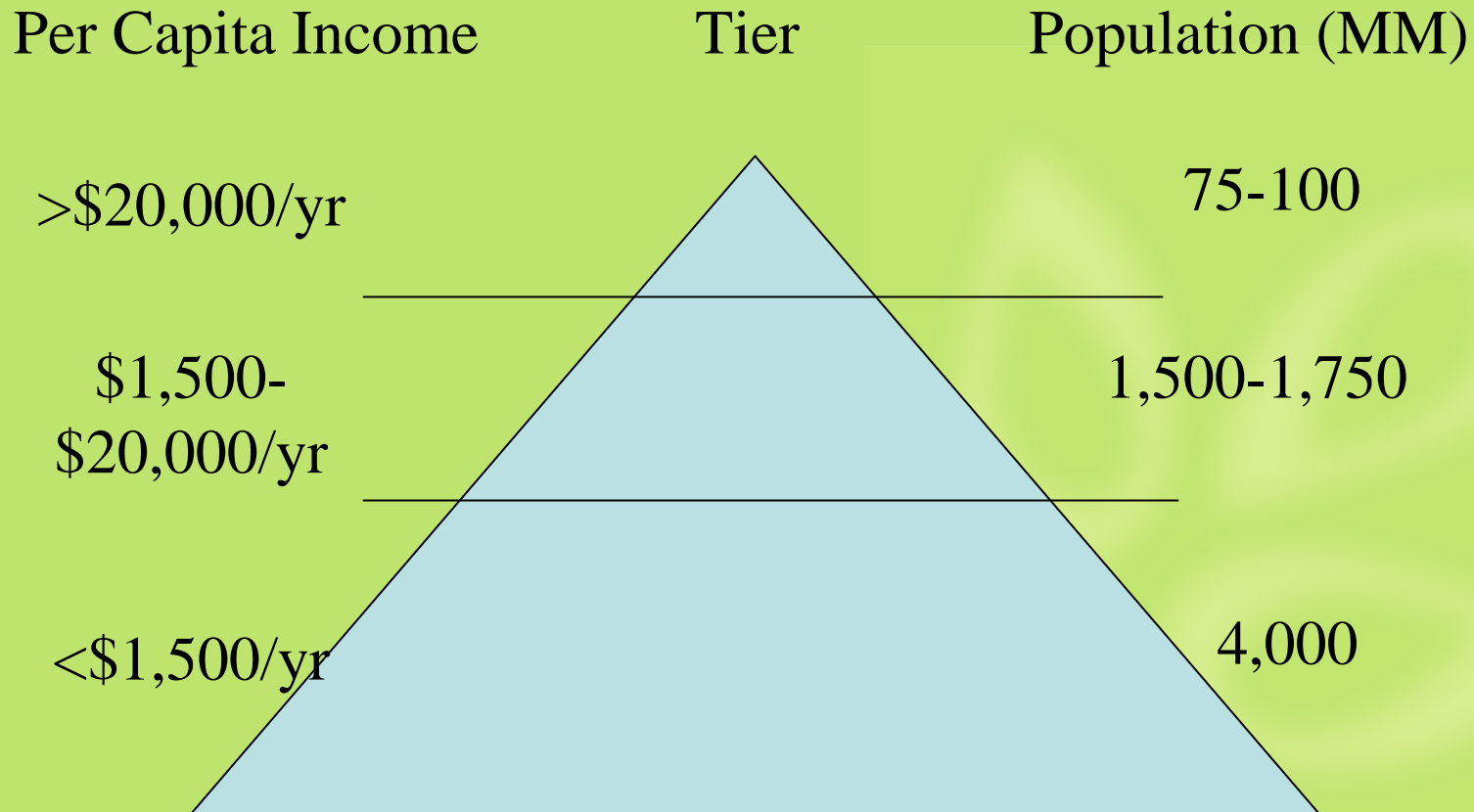


# Global Facilities





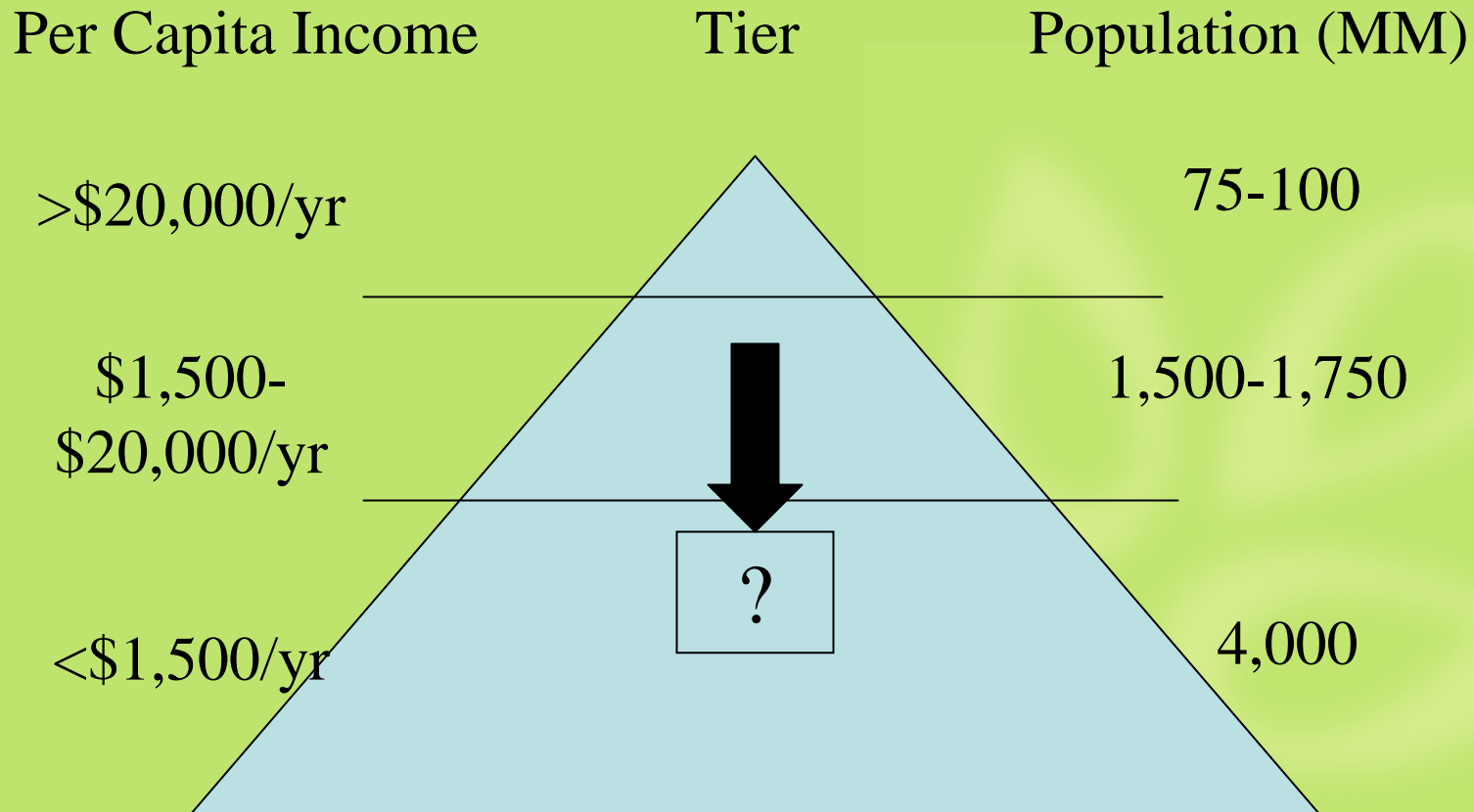
# The World Economic Pyramid



Source: C.K. Prahalad and S. Hart, "The fortune at the bottom of the pyramid"

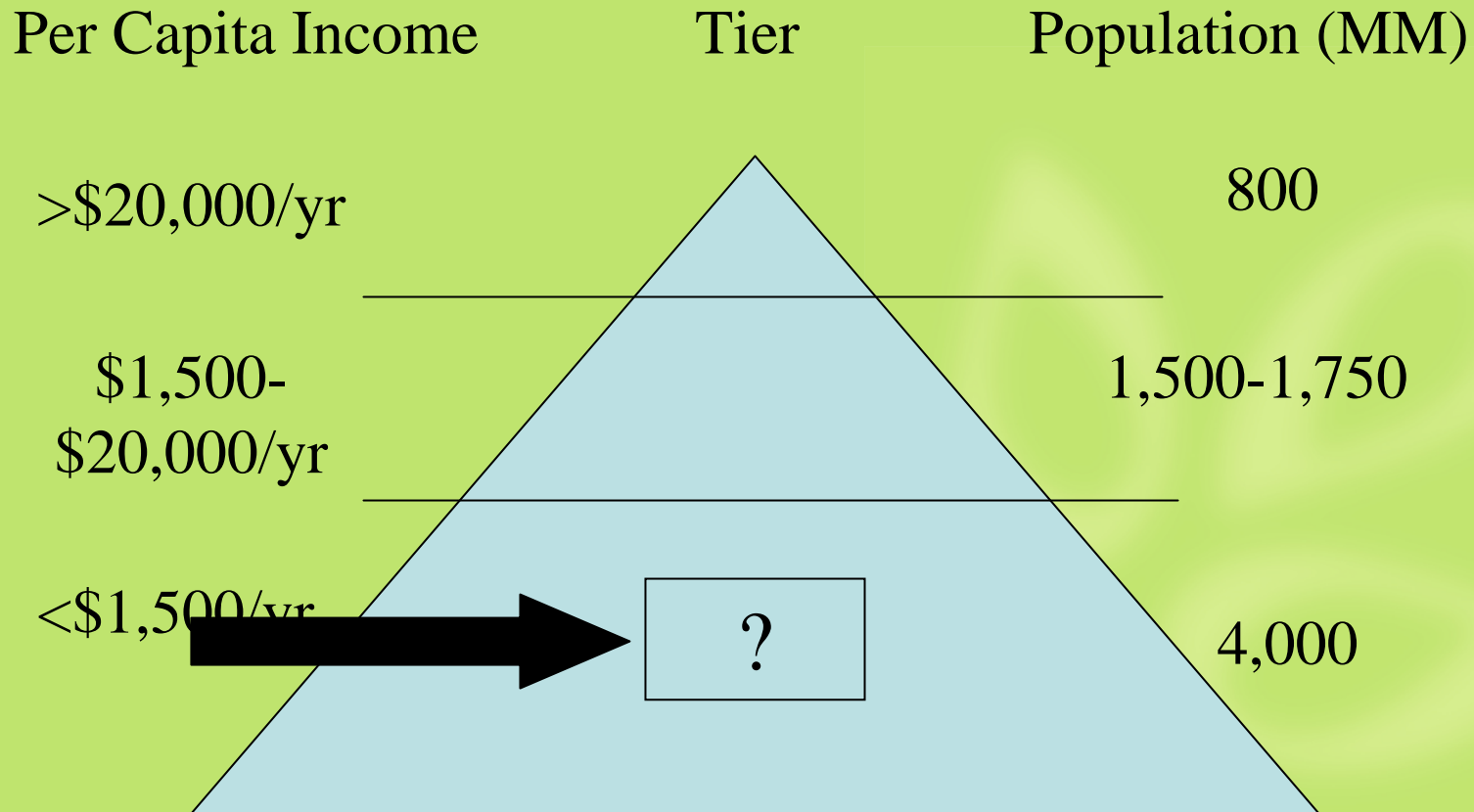


# The World Economic Pyramid



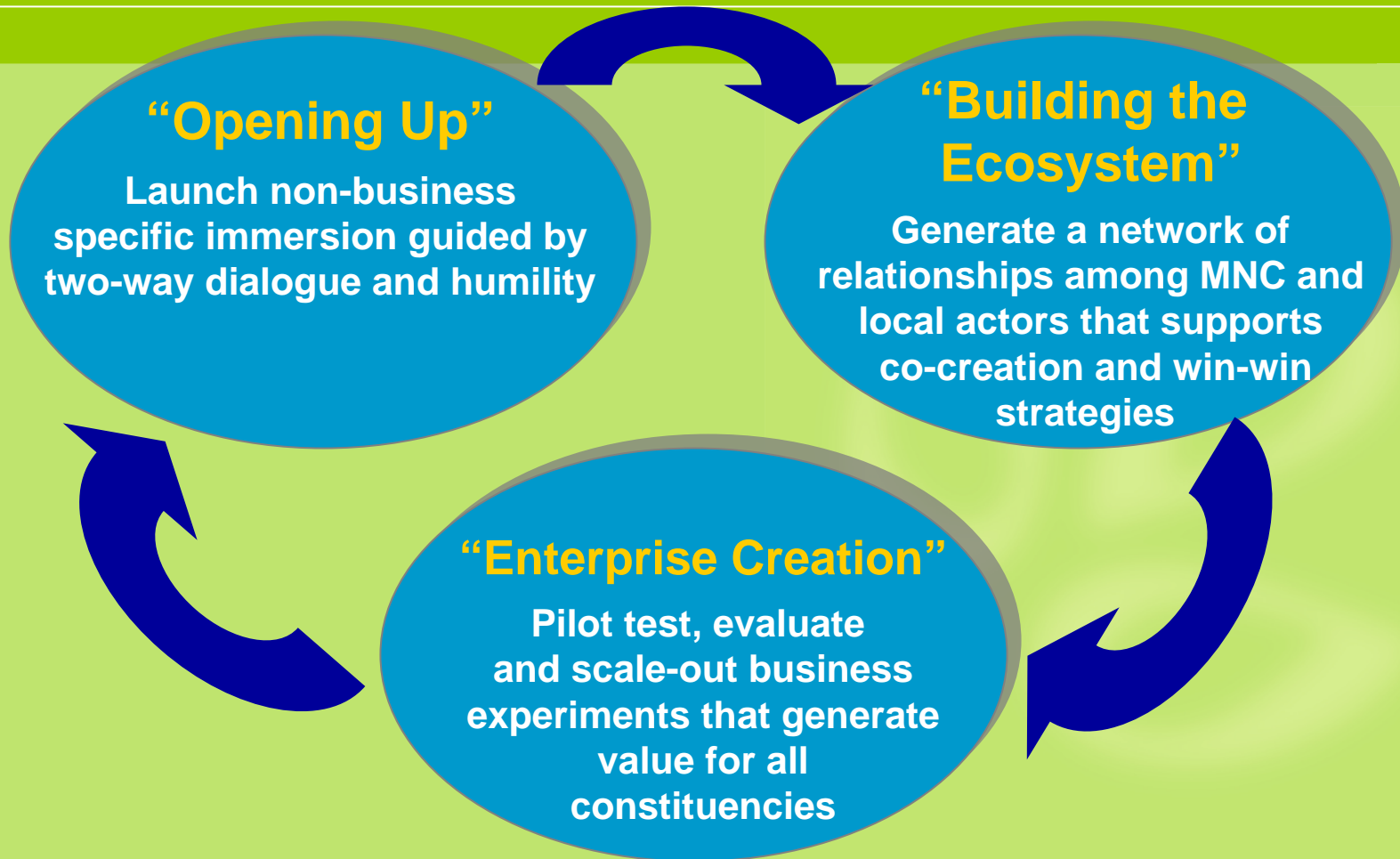


# The World Economic Pyramid





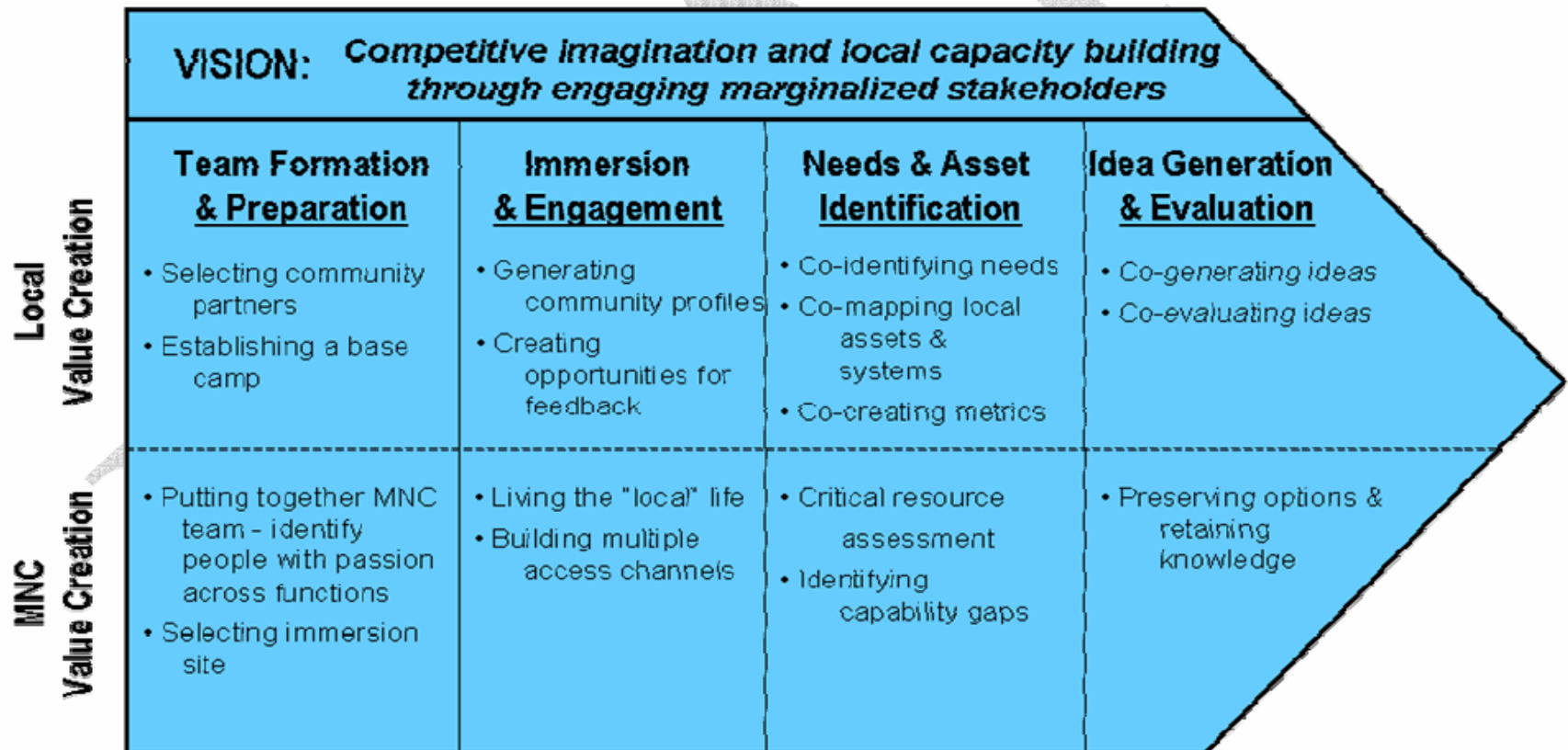
## The BoP Protocol: Overview



BoP Protocol Project



## Mutual Value Chain – Opening Up



BoP Protocol Project



## Mutual Value Chain – Building the Ecosystem

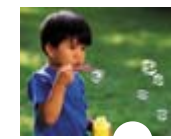
**VISION:** *A locally-based network of partnerships that pools resources and knowledge and incubates ideas and enterprises to build local capacity and generate firm value.*

Local  
Value Creation

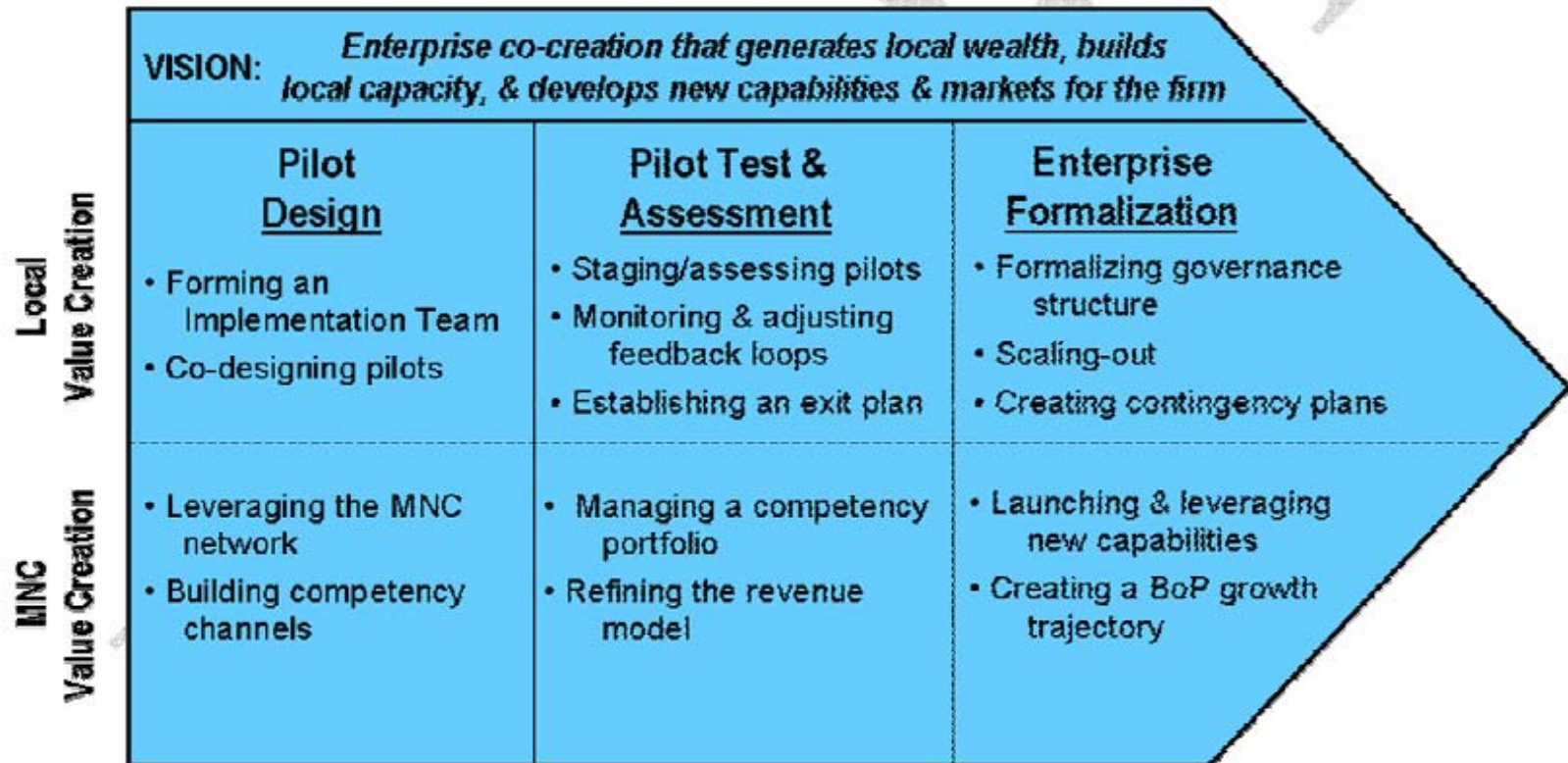
MNC  
Value Creation

	<b><u>Resource &amp; Capability Assessment</u></b>	<b><u>Partner Selection &amp; Network Formation</u></b>	<b><u>Business Plan Development</u></b>	<b><u>Community Engagement</u></b>
<b>Local Value Creation</b>	<ul style="list-style-type: none"> <li>• Determining objectives &amp; resource needs</li> <li>• Co-assessing local capabilities &amp; hidden assets</li> </ul>	<ul style="list-style-type: none"> <li>• Identifying and selecting partners</li> <li>• Formalizing &amp; localizing the network</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing metrics for value creation</li> <li>• Co-developing business plan</li> <li>• Retaining alternatives</li> </ul>	<ul style="list-style-type: none"> <li>• Presenting to community</li> <li>• Establish mechanism for community input</li> </ul>
<b>MNC Value Creation</b>	<ul style="list-style-type: none"> <li>• Mapping MNC capabilities</li> <li>• Staking out disruptive competencies</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing the MNC's role</li> <li>• Expanding absorptive capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Clarifying MNC's strategic direction</li> <li>• Creating internal alignment</li> </ul>	<ul style="list-style-type: none"> <li>• Building the MNC brand</li> <li>• Re-assessing opportunities</li> </ul>

BoP Protocol Project



## Mutual Value Chain – Enterprise Creation



BoP Protocol Project



# Business Development Approach

**Ongoing Economically Sustainable/ Viable Phase**

**Commercial Development Approach**

**Emergency Assistance Phase**

Cooperation with Processors who Supply the Local Market

Development Projects

Food Aid

**Collaborating Partners**

- WISHH
- NGO/PVO
- Government Organizations US/AID etc.
- Local Processors
- Current Customers
- Universities

1. Developing Nations that offer opportunity for new commercial business development

2. Previously underserved consumers in our current markets



*The Solae*  
*Company*<sup>TM</sup>

***Sustainable Business Development Thru  
Industry-Leading Technology, Nutrition  
Leadership, Consumer & Market Insights***