

# Enriching Lives, *Everywhere.*™

**Grace is a global specialty chemicals and materials company noted for experienced people, technological leadership, global reach and strong customer relationships.** Among many other things, we ensure the integrity of many major buildings and bridges, enhance the performance of petroleum products and preserve the safety of food.

## Our Reach Is Global

- We operate on a global scale, with approximately 68% of our 2008 sales and over 50% of our operating properties located outside the United States
- We have both large facilities that permit economies of scale and a network of smaller operations that enable customization to local market conditions

## We Deliver Value to Our Customers

- Our products are highly integrated into our customers' manufacturing processes and formulations
- By working closely with our customers, we help them react quickly to the changing needs of their customers
- Our products are a small part of our customers' overall costs, but are critical to product quality and performance
- Our multi-tiered technical service support is built on local and regional analytical services, backed by central research and development centers
- We have a high-touch approach to customer service: 25% of employees are in customer-facing roles

## We Invest for the Future

Innovation keeps us at the forefront of our industry:

- We invested \$83 million in research and development in 2008; in return, 35% of our sales came from products introduced over the previous five years
- We conduct research in all regions; while North America and Europe account for the most activity, we are investing in new research centers and laboratories localized in growth regions (e.g., Poland, China and India)
- We regularly partner with universities and outside innovation centers to utilize their expertise and have appointed Open Innovation Managers to coordinate collaboration efforts
- We hold more than 390 active U.S. patents

**Corporate entity:** W. R. Grace & Co.-Conn.

**2008 revenue:** \$3.3 billion

**2008 net income:** \$121.5 million

**Employees:** 6,300 worldwide

**Geographic scope:** 40+ countries

**History:** founded in 1854 in Peru; moved to New York City in 1865; acquired Davison Chemical Company and Dewey & Almy Chemical Company in 1954, establishing the basis for our catalysts, packaging, silicas and construction products

**Fortune 1000 ranking:** #657

**NYSE symbol:** GRA

**Chairman, President and CEO:** Fred Festa

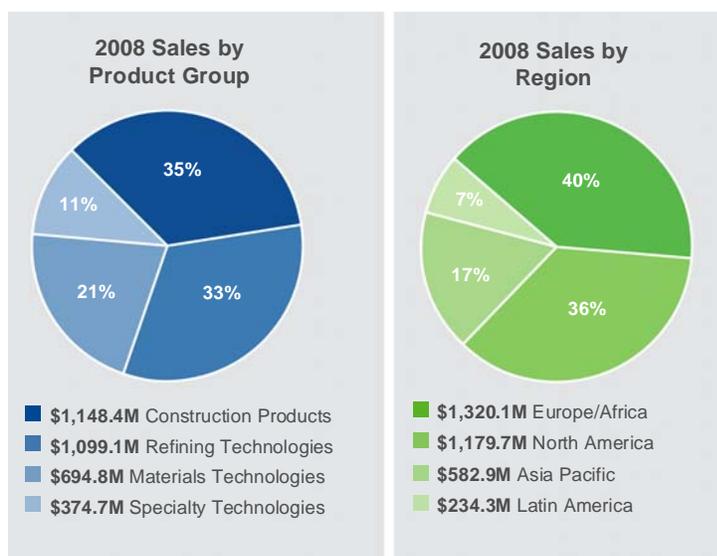
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## Balanced Business Profile

Grace has two operating segments, Grace Davison and Grace Construction Products. Grace Davison includes three product groups: Refining Technologies, Materials Technologies and Specialty Technologies.



Note: All sales and income figures are in U.S. dollars.

# GRACE

## What We Offer

Our products and materials include:

- Fluid catalytic cracking catalysts and additives used by petroleum refineries to convert distilled crude oil into transportation fuels and other petroleum-based products
- Hydroprocessing catalysts that upgrade heavy oils and remove certain impurities
- Silica-based products that are used in toothpastes, edible oil and beer purification, ink jet paper, paints, precision investment casting, rubber compounds, insulated glass and petrochemical processes
- Sealants and coatings for packaging that protect food and beverages from bacteria and other contaminants, extend shelf life and preserve flavor
- Polyolefin catalysts and catalyst supports that are essential components in the manufacture of polyethylene resins used in products such as plastic film, high-performance plastic pipe and plastic household containers
- Technologies for purification, drying and biofeedstock conversion that help customers produce renewable transportation fuels and chemicals
- Silica-based materials and chromatography columns, instruments, consumables and accessories used in life and analytical sciences applications
- Specialty construction chemicals, including performance-enhancing concrete admixtures, cement additives and masonry products
- Specialty building materials, such as fireproofing and waterproofing materials and systems

## Environment, Health and Safety

We operate our facilities in a safe, healthy and environmentally-sound manner and in compliance with community, state and federal regulations, and are continuing to reduce the impact of our facilities and products on the global environment:

- We extend the elements of the American Chemistry Council's Responsible Care<sup>®</sup> program to our locations worldwide, embracing specific performance objectives in the key areas of management systems, product stewardship, employee health and safety, community awareness and emergency response, distribution, process safety and pollution prevention
- Our manufacturing locations are employing Lean Six Sigma fundamentals to drive reductions in variability and lower raw material inputs
- We continue to look for ways to improve our processes through increased recycling, waste reduction and energy savings

## Community Stewardship

The words "Engage – Educate – Empower." are at the root of our community stewardship programs. By bringing people

together in the spirit of community service, we create stronger neighborhoods and establish a renewed sense of camaraderie:

- We operate a philanthropic affiliate, the Grace Foundation, that donated over \$760,000 in 2008 to about 200 organizations, universities and colleges throughout North America to combat diseases, preserve landmarks, create safer neighborhoods, educate the next generation of leaders and support neighbors in need
- We go beyond investing in community projects, endowing scholarships and encouraging our employees to volunteer; when making decisions, we take into full account our impact on stakeholders and the environment



## Our Vision

Grace strives to be a premier specialty chemical and materials company. We provide innovative technologies and value-added products and services around the world to enhance the quality of life.

## Our Purpose

We are dedicated to our customers. They trust us to provide products, knowledge, technologies, services, and the people to make their products work better.

## Our Values

- **Teamwork:** Treat each other with respect. Work safely and effectively with each other to win in the marketplace. Communicate openly and candidly.
- **Performance:** Provide products and services that will make our customers successful.
- **Integrity:** Maintain and expect the highest level of ethical behavior.
- **Speed:** Move quickly to seize advantages in the marketplace. Anticipate market shifts and respond before our competitors.
- **Innovation:** Encourage people to constantly look for new ways to create value.

For more information, visit [www.grace.com](http://www.grace.com)