A short introduction to DSM (2017)

The global science-based company active in health, nutrition and materials
Mission

Our purpose is to create brighter lives for people today and generations to come

We connect our unique competences in Life Sciences and Materials Sciences to create solutions that nourish, protect and improve performance
History based on science & innovation

Materials Sciences

- DSM (1902)
  - Energy, chemistry & polymer technology

Gist-Brocades (1869)
- Biotechnology

Life Sciences
- Hoffman La Roche’s Vitamins (1930s)
  - Chemical synthesis & biotechnology

Food
- Vitamins & Minerals
  - Omega’s & Carotenoids
- Premixes food & feed
- Enzymes, Cultures & Yeasts
  - Nutraceuticals
  - Pharmaceuticals

Feed
- High Performance Plastics
- Coating Resins

Personal Care
- Functional Materials
- Super strong fibers
- Biomedical materials
- Bio-plastics

Green Energy
- Advanced solar
- Cellulosic bioethanol
DSM at a glance (2016)

- DSM is a global sciences based company active in health, nutrition and materials
- DSM delivers innovative solutions that nourish, protect and improve performance in global markets such as food and dietary supplements, personal care, feed, medical devices, automotive, paints, electrical & electronics, life protection, alternative energy and bio-based materials

* Excluding 2016 pro-forma and pro-rata (annualized) sales (€1,445m) & number of employees (ultimo 2016) of non-consolidated Associates & Joint Ventures (for sales this is mainly Patheon, DSM Sinochem Pharmaceuticals and ChemicalInvest)
Active in Health, Nutrition and Materials

• Leading supplier of nutritional ingredients (including vitamins, carotenoids, omega’s, food/feed enzymes, cultures, yeasts, nutraceuticals) for the feed, food and personal care industries

• Leading supplier of sustainable high performance materials for the automotive, electrical & electronics and building & construction industries

• Recognized as top innovator active in biomedical materials, advanced biofuels, bio-based chemicals and advanced surfaces for solar systems
Key markets

Materials sciences
- Building & Construction
- Electrical & Electronics

Food & Beverages
- Dairy
- RTE meals
- Soups / Sauces / Spreads
- Wine-Beer-Fruit drinks

Infant nutrition

Dietary Supplements

Personal Care

Animal Feed

Other

DSM offers products & solutions to a wide range of markets
DSM has become a true global company

Global workforce (FTE)

North America
> 3,000

Europe
> 9,000

Asia
> 6,000

Latin America
> 2,000

RoW
> 250

JVs
~ 5,000

Net sales by destination (%)

W-Europe
29%

Eastern Europe
12%

North America
12%

India
6%

Japan
2%

Rest of Asia
3%

Latin America
2%

Rest of the World
10%

56% employees outside Europe (2016) (37% - 2006*)

65% sales outside Europe (2016) (48% - 2006*)

* As reported in 2006 Annual Report / 2006 Triple P report (not restated)
Strong performance reflected in higher dividend and share price
Strategy 2018: driving profitable growth

Through science-based, sustainable solutions.
Innovation is our passion

- DSM’s innovation activities are focusing on products & solutions that nourish, protect and improve performances, within existing businesses
- DSM invests in new emerging business platforms, instrumental in turning innovations in major businesses
- DSM recognized as top innovator in external benchmarks

Innovation strongly contributes to DSM’s growth

Maxarome® replacing salt, reducing health risks, whilst maintaining a good taste

Bio-based Coating Resins

Innovation Sales (as % of total sales)

- 2010
- 2016
- 2018

Aspirations
Three attractive innovation platforms

**DSM Biomedical**
Innovative materials that deliver more advanced clinical procedures and improved patient outcomes

**DSM Bio-based Products & Services**
Advanced enzymes and yeast platforms: enabling advanced bio-energy and bio-based chemicals

**DSM Advanced Surfaces**
Smart coatings and surface technologies to boost performance in the solar industry

Bringing Life Sciences and Materials Sciences competences together
Stepping-up sustainability aspirations
Brighter Living Solutions

DSM’s profitable solutions should be better for people and planet
Brighter Living Solutions (for planet)

**HEALTH | NUTRITION | MATERIALS**

- Anti-reflective coatings for solar glass increasing efficiency of solar panels
- **Dyneema**® for sustainable and durable cargo nets, reduces weight
- Higher eco-efficiency and downstream cost benefits with **Brewers Clarex™** applied in beer
Brighter Living Solutions (for people)

HEALTH | NUTRITION | MATERIALS

Optimized vitamin-D, preventing osteoporosis and reducing fractures. Improving lives & reducing costs

Surgeons benefit from an effective barrier against bacteria and viruses with disposable medical gowns made from Arnitel® VT

DSM’s waterborne coating systems have less impact on health compared to solvent borne paints

ALPAFLOR® EDELWEISS: Preserves skin’s natural balance. Supports Alpine flora diversity and contributes to local prosperity
Rewarding partnerships to fight malnutrition globally

DSM - UN World Food Program partnership strengthened to combat global malnutrition: double number of beneficiaries to >25m per year

DSM and Unicef collaborate to support micronutrient programs in Nigeria and Madagascar. The partnership helped build capacity by supporting the African Nutrition Leadership Program

Engaged in various nutrition partnerships, incl.: Scaling Up Nutrition movement (SUN), US Agency for International Development (USAID), Vitamin Angels, World Vision International, Partner for Food Solutions

Championing the UN Sustainable Development Goals (Paris) including eradicating hunger

Participating in Africa Improved Foods addressing malnutrition in a/o Rwanda

Supporting healthier diets in the Western world by advocacy, innovations

People, Planet, Profit: We cannot be successful in a world that fails
External *recognition* (2016) for our leadership

- Leader Dow Jones Sustainability Index
- Fortune 50 leading companies changing the world
- Corporate Knights Materials Leader
- Biofuels 40 Hottest Emerging Companies
- Best Ethical Corporation Responsible Business Awards
- Leader in Sustainalytics
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