

Company Presentation 2014

A short introduction to DSM

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



Building on an impressive history



Hoffman La Roche's
Vitamins (1930s)

Chemical synthesis &
biotechnology



Gist-Brocades (1869)

Biotechnology



DSM (1902)

Energy, chemistry &
polymer technology

Life Sciences

Materials Sciences

Vitamins
Omega's
Carotenoids
Premixes for food & feed
Enzymes
Minerals
Cultures & Yeasts
Nutraceuticals
Pharmaceuticals
Cellulosic bioethanol
Biomedical materials
Bio-plastics
High Performance Plastics
Polyamides and precursors
Resins for coatings and
composites
Functional Materials
Solar - advanced surfaces

DSM at a glance*



- DSM is a global Life Sciences and Materials Sciences 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

* 2013 numbers total DSM

Leader in Health, Nutrition and Materials



Health



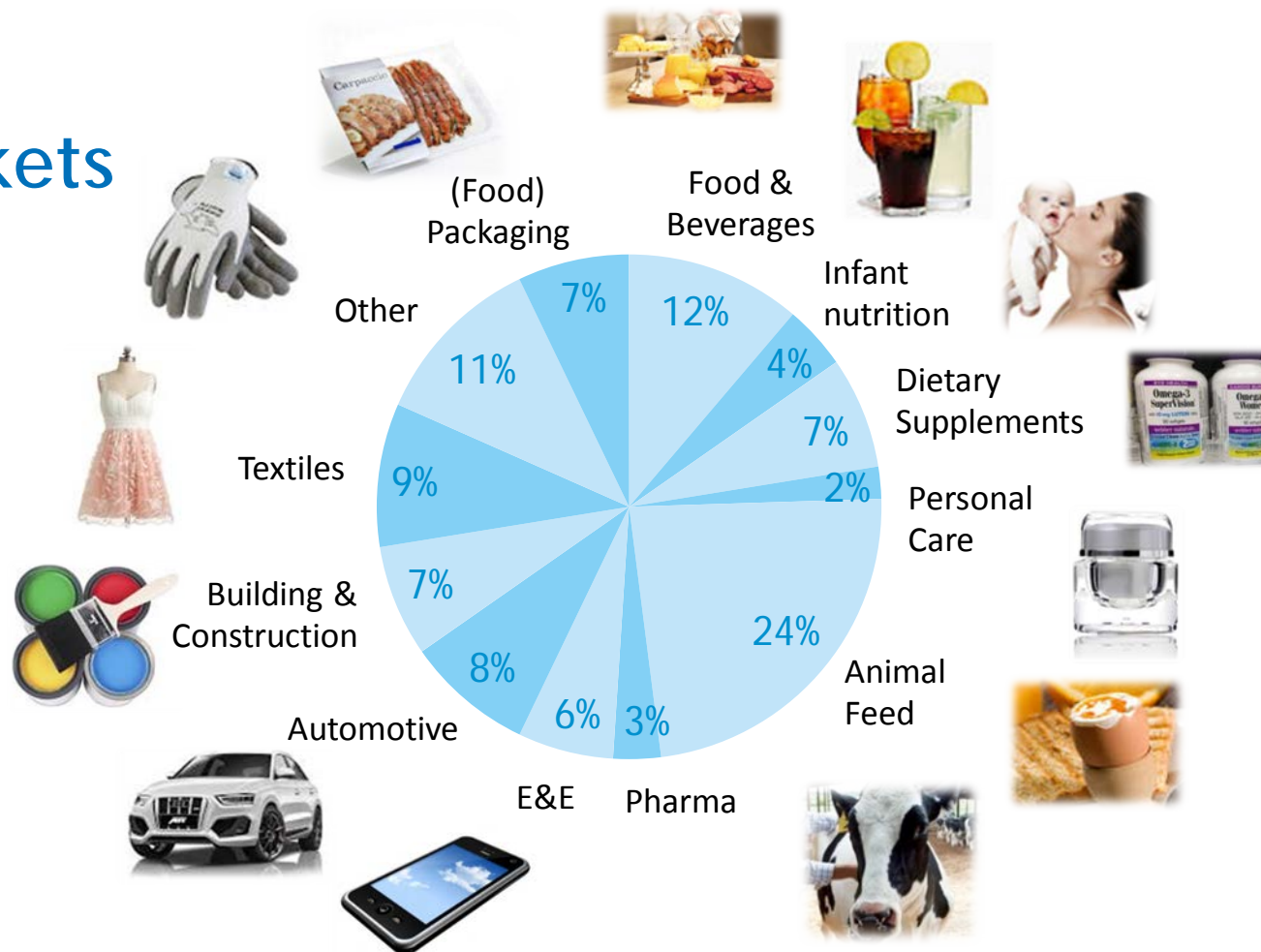
Nutrition



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



DSM offers products & solutions to a wide range of markets

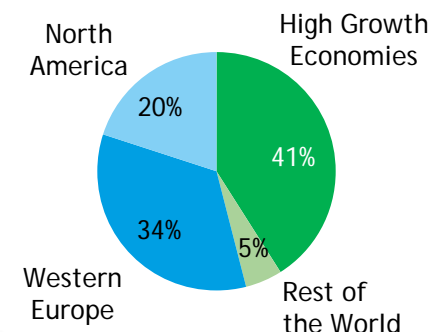
2013 Sales by end-market

Strong & increasing global presence

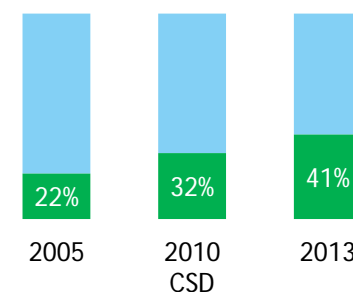
World total ~24,500 employees*



2013 Sales by destination**



Increase in % of sales to High Growth Economies**

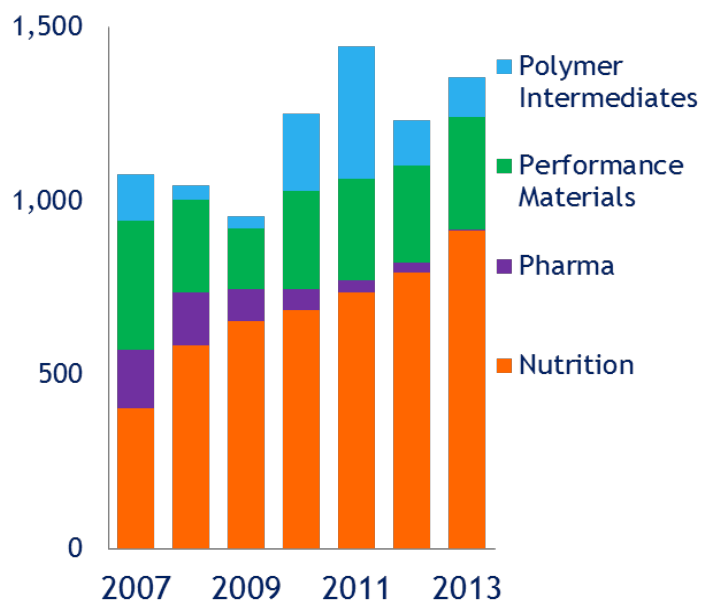


** 2013 Sales from continuing operations

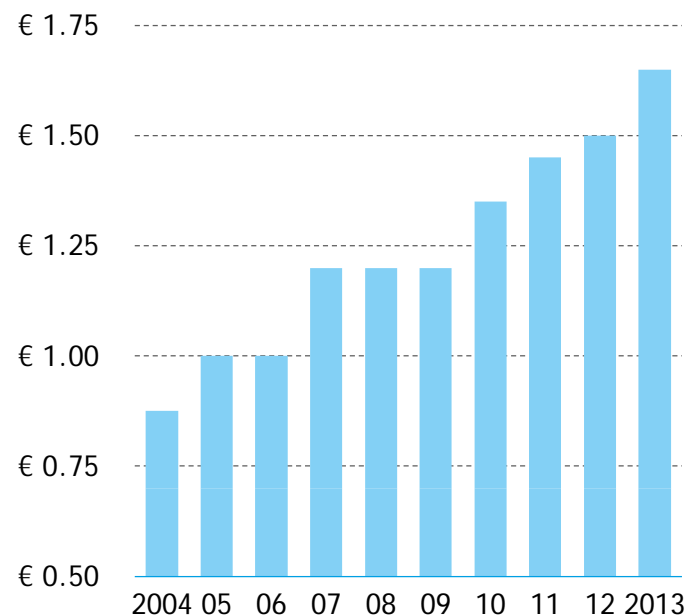
* 2013 numbers including employees Pharma cluster

Higher quality earnings & dividends

Development of profit / EBITDA (€ m)*



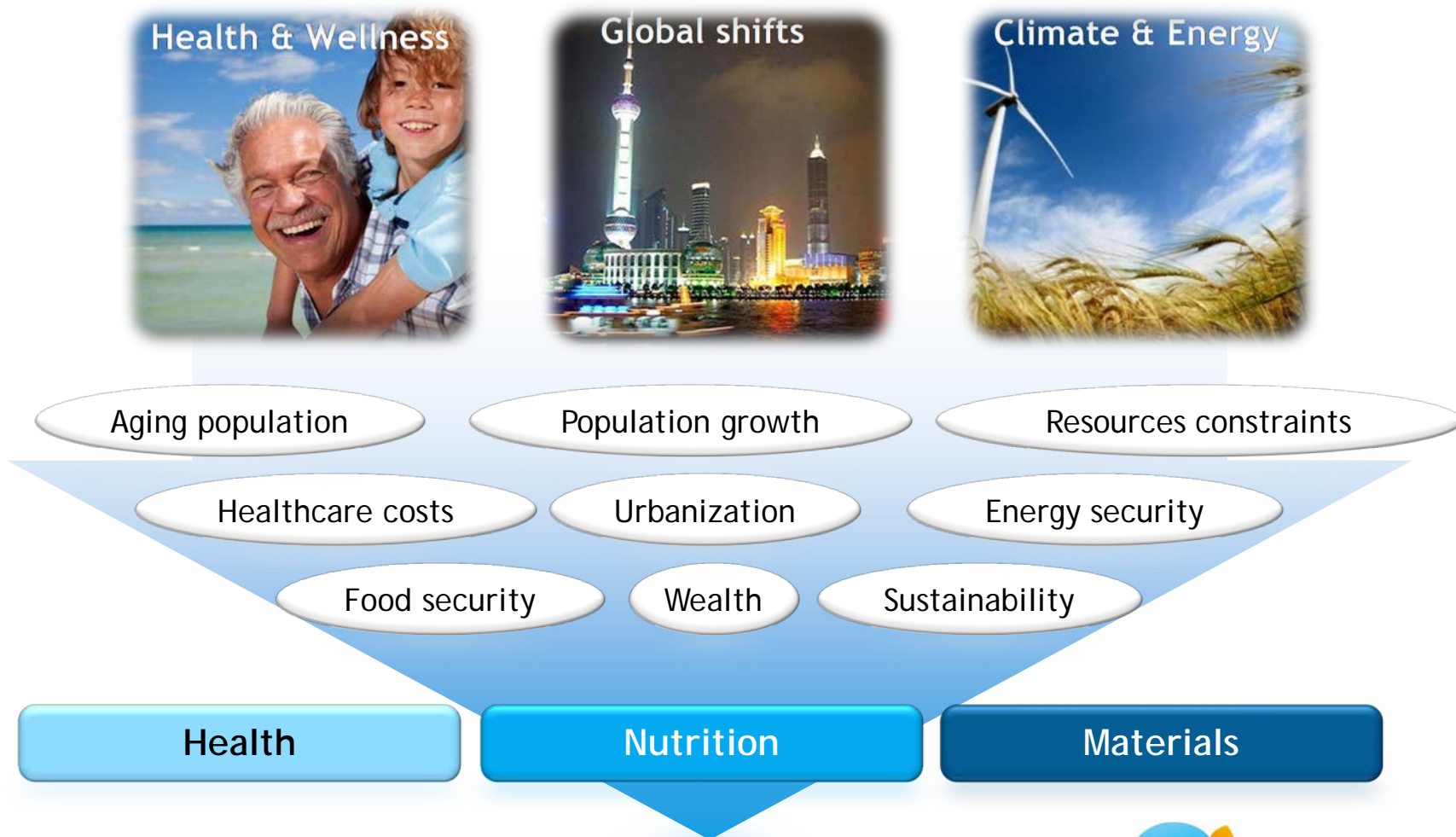
Dividend per ordinary share (€)



Stable preferably rising dividend for DSM's shareholders

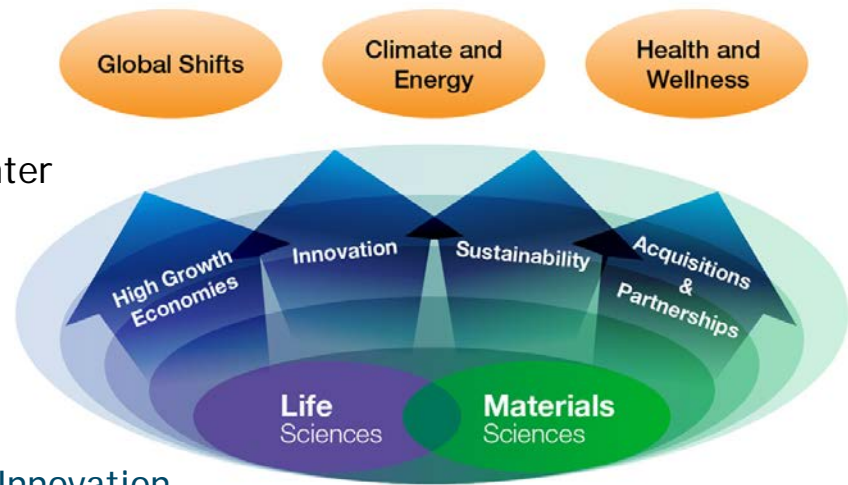
* 2013 EBITDA from continuing activities only

Growth driven by global megatrends



DSM in motion: *driving focused growth*

- DSM has become a leader in [health, nutrition and materials](#), delivering on its mission of creating brighter lives for people today and generations to come in response to the global trends
- DSM is committed to realize its targets as set in its strategy [DSM in motion: driving focused growth](#), by using its four growth drivers: High Growth Economies, Innovation, Sustainability and Acquisitions & Partnerships
- [DSM's core value](#) is that its activities should contribute to a [more sustainable world](#) by finding innovative & sustainable solutions to some of the world's main challenges



People - Planet - Profit: Creating sustainable value along three dimensions

Nutrition at a glance*



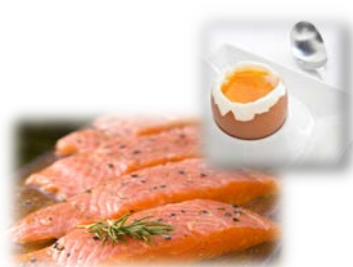
- DSM is the leading supplier of vitamins, omega's, carotenoids, nutritional ingredients, UV filters, premixes and nutritional solutions for human and animal nutrition & health. It has the most complete feed enzymes portfolio worldwide. DSM also supplies aroma intermediates
- Its customers are global, regional and local feed and premix companies, animal protein producers and food, beverage, infant nutrition, dietary supplement, pharmaceutical, personal care and flavor & fragrance companies

* 2013 numbers

Examples nutritional products of DSM



Vitamins
are essential nutrients required for growth and well-being. DSM has all 13 Vitamins including A, D, E, K, C, all B vitamins, folic acid and pantothenic acid



Carotenoids:
Essential antioxidants increasing performance and consistent pigmentation a/o for salmon, eggs



Nutritional Lipids:
Omega-3 and -6 play a critical role in proper brain function, vision process, immune and inflammatory responses and hormone-like molecules



Feed Enzymes:
Solutions developed to meet challenges of global livestock farming. Reducing costs by improving feed conversion and animal health

More examples of nutritional products



Food & Beverage Enzymes:
natural proteins that act as catalysts for biochemical reactions, used in dairy, baking, beverages, oil & fats and grain processing

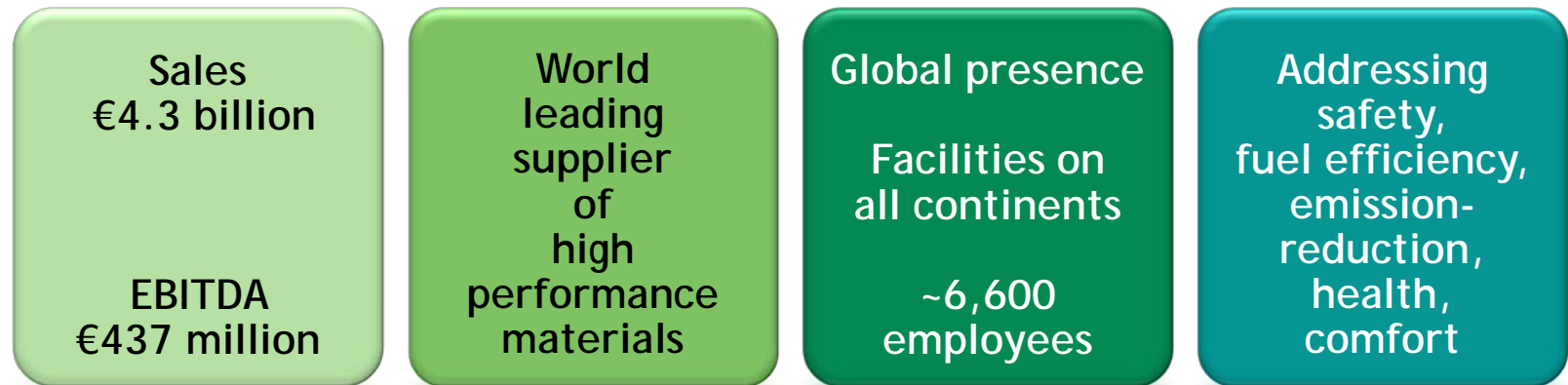


Minerals for animals
that are needed by the body in very small amounts that cannot be made by living organisms



Yeasts, cultures and probiotics:
providing taste and texture and adding specific health benefits

Materials at a glance*



- DSM has developed a portfolio of specialized performance materials with higher value added businesses, serving the global automotive, electrical & electronics, building & construction, food-packaging, high-performance textiles & life protection end-markets
- DSM is a leading provider of sustainable innovations, meeting demands for greater energy efficiency, safer materials and improved environmental performance

* 2013 numbers

Examples of materials of DSM



Specialty polyamides including feedstock caprolactam, safety components e.g. for airbags, lighting & gastank systems in auto; connectors & sockets, wire & cable, LED-lighting, packaging



DSM Dyneema is the global supplier of Dyneema®, the world's strongest fiber™, used for medical sutures, fishing, aquaculture nets, ropes, slings, cut-resistant gloves, vehicle & personal ballistic protection



Innovative resins for sustainable coatings systems, including: waterborne resins, powder resins and 100% UV curable resins



High-performance UV-curable optical fiber materials for high-speed fiber networks connecting the world

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

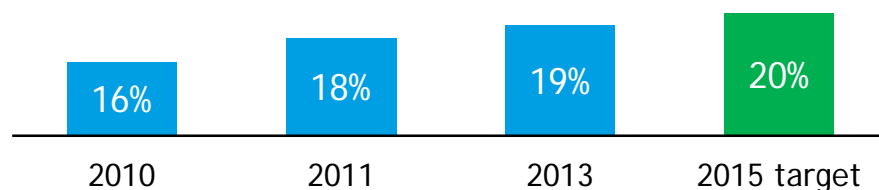


Maxarome® replacing salt, reducing health risks, whilst maintaining a good taste



Palapreg® - a higher eco-efficiency and renewable content composite resin

Innovation Sales (as % of total sales)



Innovation strongly contributes to DSM's growth

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

Three dimensional value generation

People - Planet - Profit

People+:

Product solutions creating measurable better impact on people's live than competing alternatives

ECO+:

Product solutions creating more value with less environmental impact than competing alternatives

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

Sustainable environmental solutions (ECO+)

HEALTH | NUTRITION | MATERIALS



Khepricoat™ anti-reflective coatings for solar glass increase 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

Sustainable societal solutions (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

Partnerships combating malnutrition

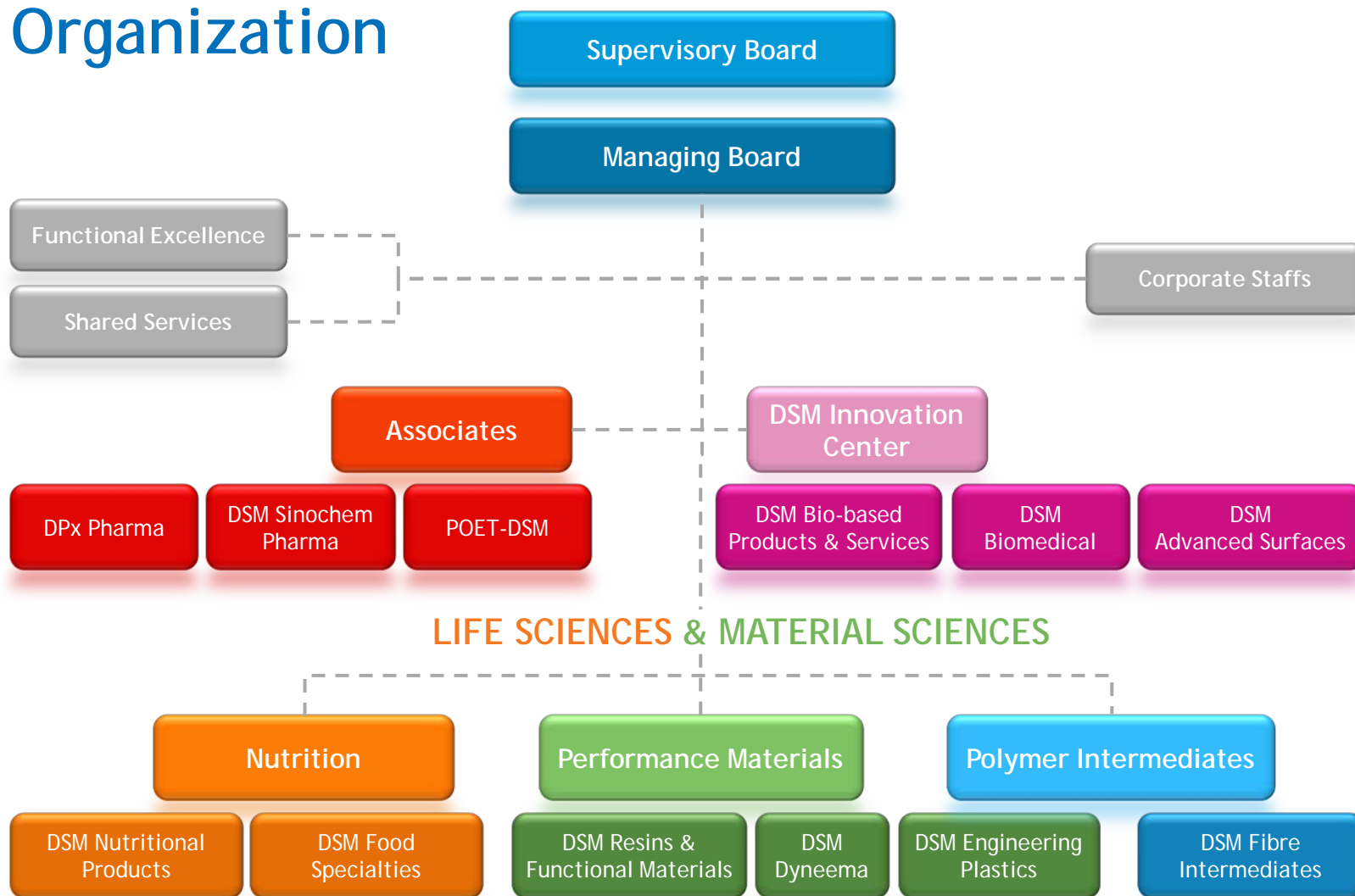
Offering tailored nutritional solutions to fight malnutrition around the world

- DSM - UN World Food Program partnership strengthened to combat global malnutrition: double number of beneficiaries to 30 million per year by 2015
- DSM is engaged in various nutrition partnerships, including: Scaling Up Nutrition movement (SUN), US Agency for International Development (USAID), Mercy Corps' food cart social enterprise KeBAL, World Vision International, Partner for Food Solutions
- DSM also supports healthier diets in the Western world by advocacy, innovations, etc.



People, Planet, Profit: We cannot be successful in a world that fails

Organization



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