

The world is changing ...

Are you ready to change (too)?



DSM understands change



Coal Mining



Commodity
Chemicals



Specialty
Chemicals

Life Sciences &
Materials Sciences

DSM around the world

North America:
33 locations
5,000 employees

China:
31 locations
3,500 employees

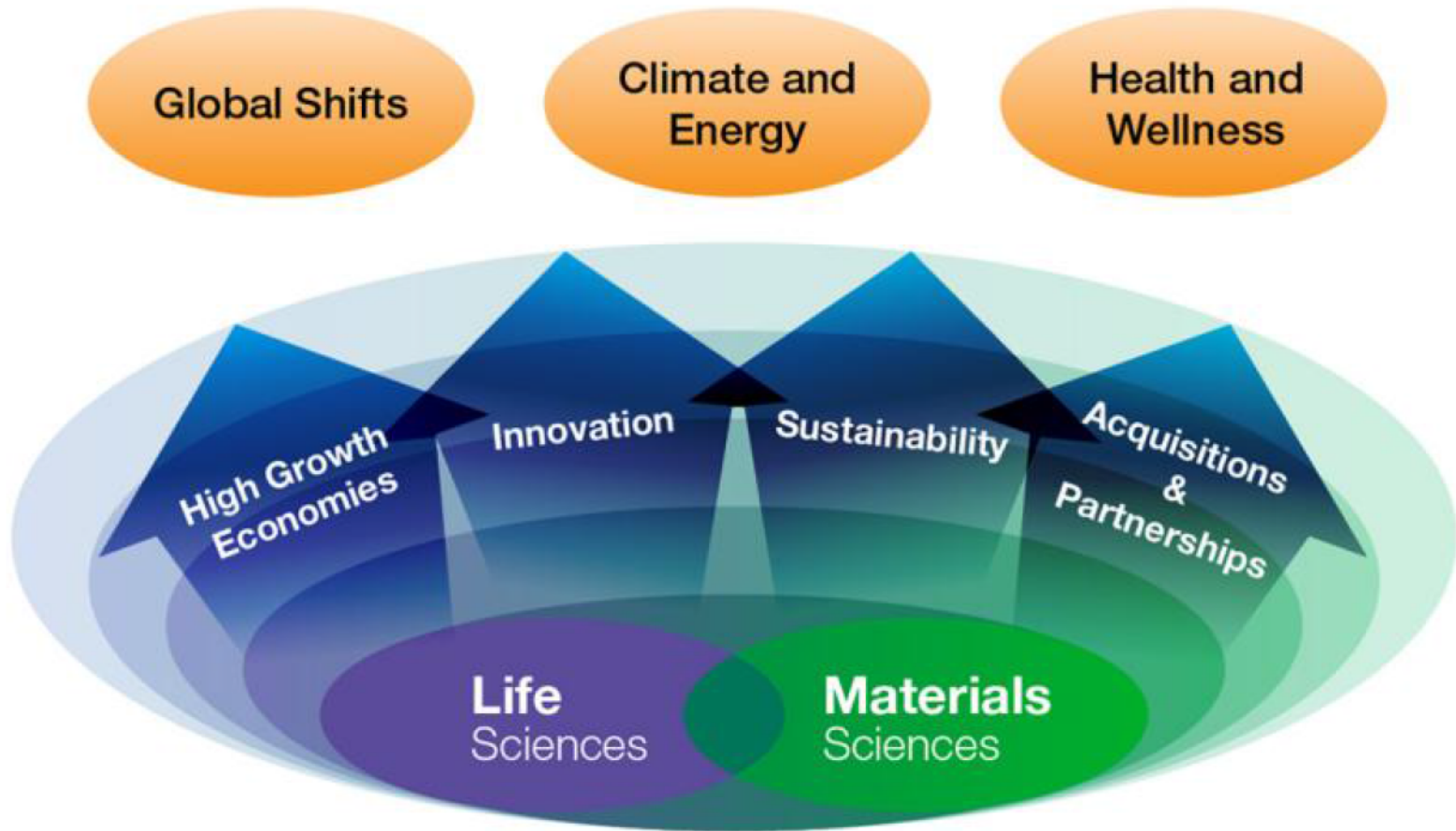
Europe:
64 locations
13,000 employees

India:
8 locations
500 employees

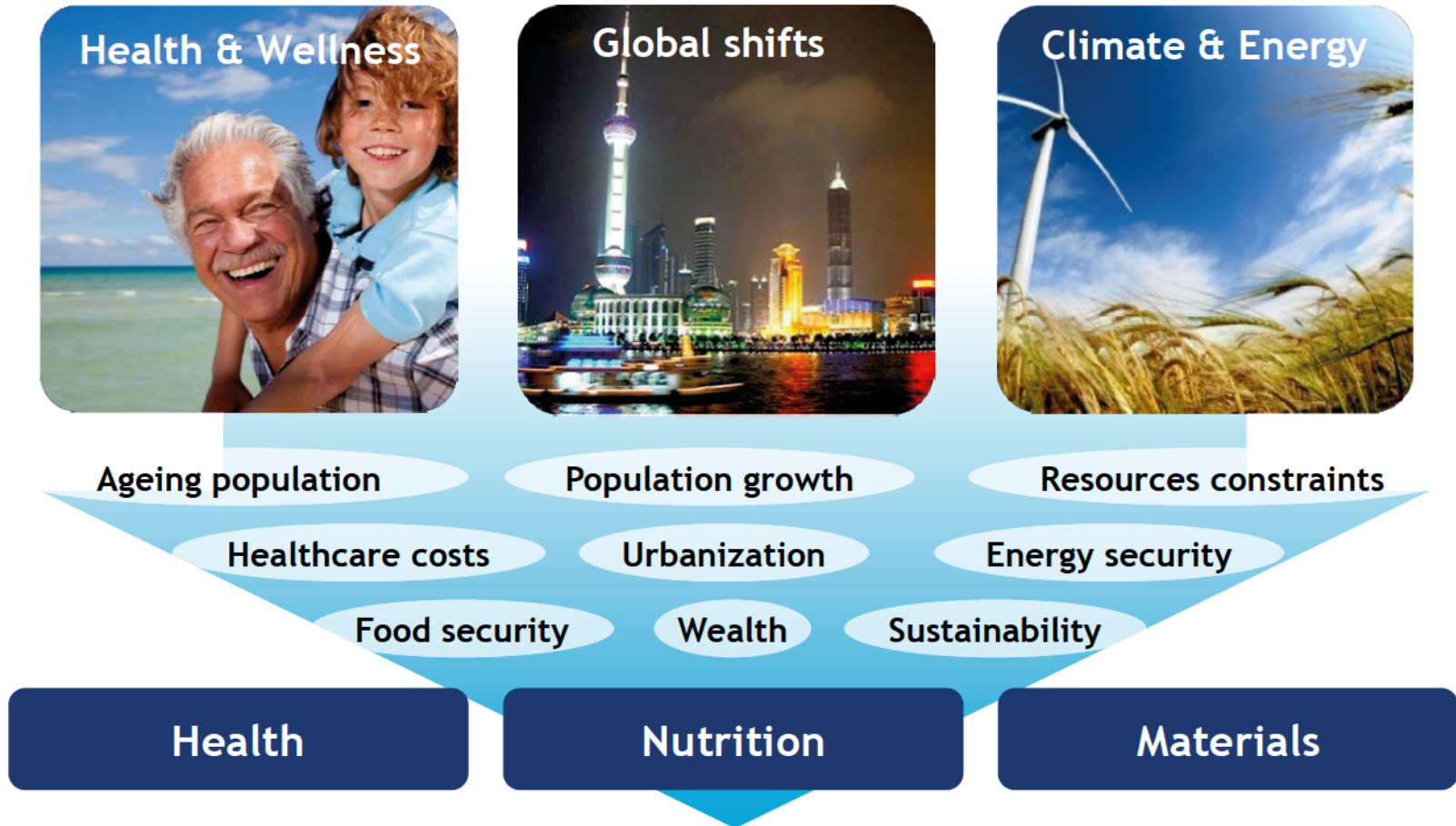
Latin America:
15 locations
1,000 employees

> 9 billion sales
23,000 employees
Of which 10% is in R&D

DSM in motion: *driving focused growth*



Global societal trends drive DSM's markets



DSM's 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.



Towards a sustainable world in 2050

driving DSM's innovation agenda



Sustainable Manufacturing/
Raw Materials Security



Health Security

More than
9 billion
society
in 2050



Food & Nutrition Security



Energy Security

DSM's innovative solutions: Impact for the Logistics Sector



Composite-steel bridge

140 m span

Installed over A27 near Rijnsweerd (NL)

Fast and cost efficient installation
Minimal disruption of traffic
Minimal maintenance

Stanyl®: Timing chain tensioner

Low friction, low wear resulting in:

- CO₂ emission reduction (2-3 g/km CO₂)
- Fuel consumption reduction (1% less)



Mercedes SLS AMG:
1% Fuel reduction

EcoPaXX®: Engine cover

Reducing carbon footprint

- 70% bio-based engineering plastic
- Superb surface appearance
- High thermal resistance up to 250 °C
- Reduction of 40% of the CO₂ emissions

*Mercedes A class:
reduced CO₂ footprint with 40%*



Light weight containers for multimodal logistics & air cargo



Light composites replace metals for weight reduction and enhanced damage control

Renewable resources replacing fossils

LIFE SCIENCES & MATERIALS SCIENCES

Energy & resources security requires renewable energy

Renewable energy from residues & waste (biofuel, biogas), sun and wind

Demand for 'greener' products

Bio-based alternatives to oil-based products

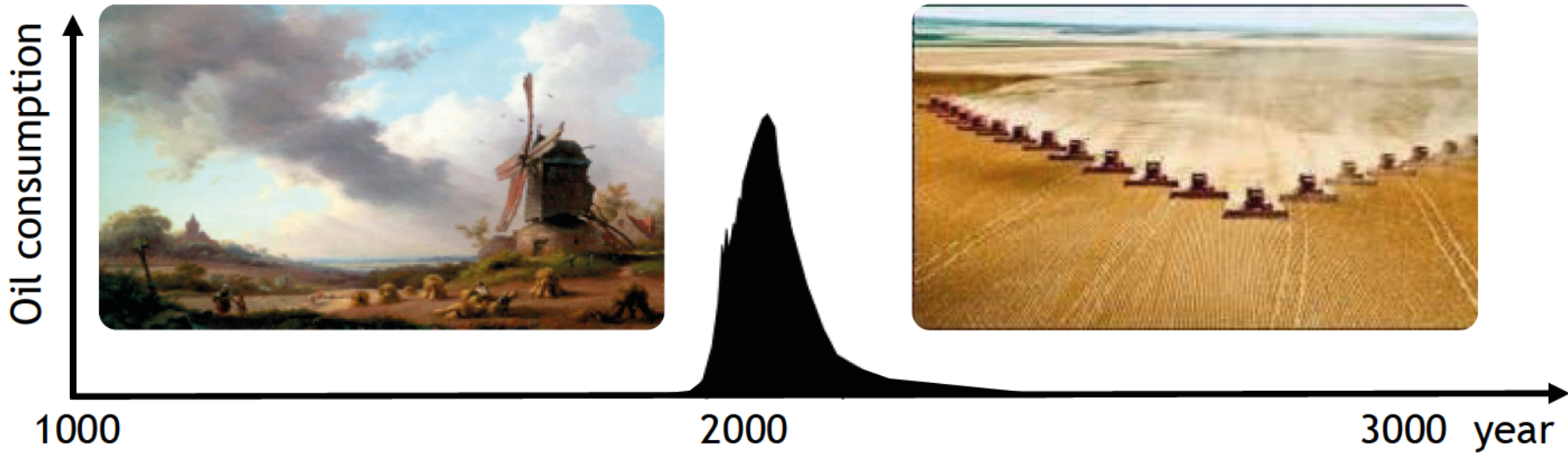


“By 2022, 150-200 plants to produce cellulosic bio-ethanol from corn crop residue could be required in the US.”

“Nature takes millions of years to turn plant material into fuels. DSM can do that in a week.”

Fossil based? ... or ... bio-based?

The fossil age will end long before we run out of oil;



Living off the land

A brief moment in history

Living off the land again



E85 Bio-Ethanol powered cars

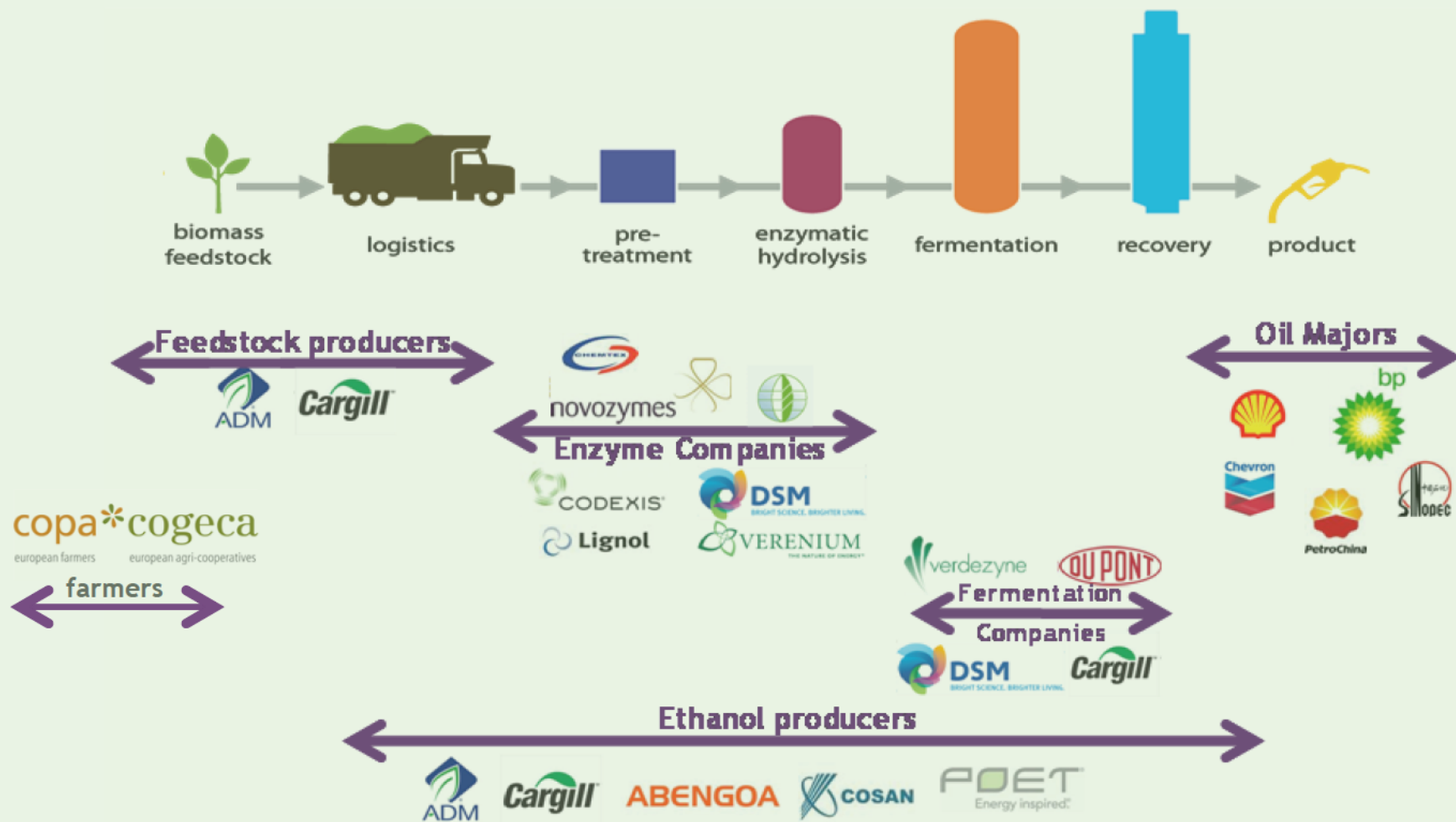
Enabling Advanced Biofuels



POET & DSM, two innovative leaders

- cellulosic ethanol
- from corn residues


New value chains: new collaborations, new logistical concepts



Darwin: *survival of the fittest...*

- **New materials/energy sources:**
(light, durable, etc.)
 - Cost efficient
 - Low Maintenance
 - Fuel saving
 - CO₂ emission reduction
 - Longer life
 - Less disruptive
 - Renewable (bio-based)
- **New concepts:**
 - Open innovation
 - Cross sectoral collaboration





BRIGHT SCIENCE. BRIGHTER LIVING.™