Life Sciences and Materials Sciences

# Presentation to Investors

Q3 Results 2013, 5 November 2013

HEALTH · NUTRITION · MATERIALS

DSM
BRIGHT SCIENCE. BRIGHTER LIVING.

# Safe harbor statement

This presentation may contain forward-looking statements with respect to DSM's future (financial) performance and position. Such statements are based on current expectations, estimates and projections of DSM and information currently available to the company. DSM cautions readers that such statements involve certain risks and uncertainties that are difficult to predict and therefore it should be understood that many factors can cause actual performance and position to differ materially from these statements. DSM has no obligation to update the statements contained in this presentation, unless required by law.

A more comprehensive discussion of the risk factors affecting DSM's business can be found in the company's latest Annual Report, which can be found on the company's corporate website, www.dsm.com



BRIGHT SCIENCE. BRIGHTER LIVING.

# Highlights Q3 2013

DSM maintains positive momentum in challenging markets

- DSM records 27% higher Q3 EBITDA compared to Q3 2012 (€342 million versus €270 million)
- Life Sciences EBITDA up 23% from Q3 2012
- Materials Sciences EBITDA up 27% from Q3 2012
- Q3 cash flow from operating activities €310 million, higher than Q3 2012
- Core Earnings per Share Q3 2013 up 28% from Q3 2012
- Outlook full year 2013 unchanged



DSM
BRIGHT SCIENCE. BRIGHTER LIVING.

# Quote from Feike Sijbesma

*“I am pleased to report increased profitability in all our business clusters despite the initial impact from adverse currency movements and a continued challenging macro-economic environment. Nutrition continued its good performance notwithstanding some headwinds that emerged towards the end of Q3. Materials Sciences also delivered solid performance with higher profits.*

*Our focus remains on the full integration of acquisitions and delivery of synergies, which together with continued success in our wide-ranging Profit Improvement Program will help improve DSM’s returns. Current trading conditions are similar to those experienced at the end of Q3, while foreign exchange rates deteriorated. Nevertheless, we are firmly on track to deliver a significant increase in EBITDA for the full year. The 2013 outlook given at our Capital Markets Day remains unchanged.”*

*Feike Sijbesma*
*CEO / Chairman of the Managing Board*

DSM
BRIGHT SCIENCE. BRIGHTER LIVING.

# Results Q3 2013 - Key figures

| Q3-2013 | Q3-2012 | Δ% | (€ million) | YTD-2013 | YTD-2012 | Δ% |
|---|---|---|---|---|---|---|
| | | | Before exceptional items: | | | |
| 2,397 | 2,304 | +4% | Net Sales | 7,241 | 6,862 | +6% |
| 342 | 270 | +27% | EBITDA | 998 | 866 | +15% |
| 206 | 147 | +40% | EBIT | 598 | 515 | +16% |
| 148 | 111 | +33% | Core net profit | 433 | 378 | +15% |
| 136 | 103 | +32% | Net profit | 398 | 362 | +10% |
| 0.86 | 0.67 | +28% | Core EPS (€) | 2.53 | 2.29 | +10% |
| 0.76 | 0.61 | +25% | EPS (€) | 2.27 | 2.15 | +6% |
| | | | Total DSM including exceptional items: | | | |
| 117 | 81 | +44% | Net profit | 348 | 267 | +30% |
| 0.65 | 0.47 | | EPS (€) | 1.98 | 1.57 | +26% |

- ‘net profit’ is the net profit attributable to equity holders of Koninklijke DSM N.V.;
- ‘core net profit’ is the net profit before exceptional items and before acquisition accounting related intangible asset amortization.



BRIGHT SCIENCE. BRIGHTER LIVING.

# EBITDA Q3 – DSM continuing business

| EBITDA (€ million) | Q3-2013 | Q3-2012 | Q3-2011 | Q3-2010 |
|---|---|---|---|---|
| Nutrition | 242 | 202 | 176 | 167 |
| Pharma | 12 | 4 | 13 | 7 |
| Performance Materials | 84 | 72 | 77 | 72 |
| Polymer Intermediates | 28 | 16 | 109 | 46 |
| Innovation Center | -4 | -4 | -14 | -10 |
| Corporate Activities | -20 | -20 | -22 | -14 |
| DSM | 342 | 270 | 339 | 268 |

# EBITDA YTD Q3 – DSM continuing business

| EBITDA (€ million) | YTD-2013 | YTD-2012 | YTD-2011 | YTD-2010 |
| --- | --- | --- | --- | --- |
| Nutrition | 706 | 589 | 542 | 521 |
| Pharma | 34 | 26 | 25 | 35 |
| Performance Materials | 246 | 228 | 250 | 227 |
| Polymer Intermediates | 83 | 115 | 301 | 156 |
| Innovation Center | -11 | -29 | -40 | -36 |
| Corporate Activities | -60 | -63 | -75 | -18 |
| DSM | 998 | 866 | 1,003 | 885 |

# Net sales growth Q3-2013 versus Q3-2012

| (€ million) | Q3-2013 | Q3-2012 | Diff. | Volume | Price/ Mix | FX | Other |
|---|---|---|---|---|---|---|---|
| Nutrition | 1,061 | 945 | 12% | 5% | -3% | -4% | 14% |
| Pharma | 183 | 172 | 6% | 6% | 4% | -4% | |
| Performance Materials | 700 | 703 | 0% | 6% | -2% | -3% | -1% |
| Polymer Intermediates | 374 | 384 | -3% | 3% | -3% | -3% | |
| Innovation Center | 36 | 35 | 3% | 0% | 6% | -3% | |
| Corporate Activities | 43 | 65 | | | | | |
| DSM | 2,397 | 2,304 | 4% | 5% | -2% | -4% | 5% |

# Nutrition

| Q3-2013 | Q3-2012 | Δ% | (€ million) | YTD-2013 | YTD-2012 | Δ% |
|---|---|---|---|---|---|---|
| 1,061 | 945 | 12% | Net sales | 3,157 | 2,744 | 15% |
| | | 2% | Organic growth | | | 1% |
| 242 | 202 | 20% | EBITDA | 706 | 589 | 20% |
| *22.8%* | *21.4%* | | *EBITDA margin* | *22.4%* | *21.5%* | |
| 185 | 154 | 20% | EBIT | 539 | 456 | 18% |
| | | | Capital employed | 4,682 | 4,122* | |

* year-end 2012

- Sales in Q3 rose 12% compared to Q3 2012, mainly driven by acquisitions. Organic sales growth was 2% compared to Q3 2012. Currencies had a -4% impact on sales compared to Q3 2012.

- EBITDA for Q3 was €242 million, up 20% from Q3 2012. The increase was driven by acquisitions, organic growth and the Profit Improvement Program. The EBITDA margin of 22.8% was again at the upper end of DSM's target range. The favorable product mix was partly offset by the initial impact from adverse currency movements.

# Nutrition - continued

- Human Nutrition & Health delivered 5% organic growth compared to Q3 2012, mainly driven by volume. Compared to the previous quarter, organic sales development was -5% driven by the soft demand faced by Food & Beverage customers in developed markets. Moreover, demand for fish oil based Omega 3 dietary supplements was impacted by sharp retail price increases as the entire value chain pushed through higher raw materials prices. Infant nutrition and premixes performed well. In Q3 Fortitech realized sales of €47 million and EBITDA of €12 million, in line with expectations.

- Animal Nutrition & Health delivered an organic sales growth of 1% compared to Q3 2012, driven by the continued recovery in global animal protein production. However, this recovery remains fragile creating price pressure towards the end of the quarter especially in vitamin E. In addition, poultry and aquaculture protein markets continued to be impacted by diseases in several high growth economies. In Q3 Tortuga delivered sales of €76 million and EBITDA of €15 million, in line with expectations.

- DSM Food Specialties showed sales growth driven by the contribution of the acquired cultures and enzymes business.

# Pharma

| Q3-2013 | Q3-2012 | Δ% | (€ million) | YTD-2013 | YTD-2012 | Δ% |
|---|---|---|---|---|---|---|
| 183 | 172 | 6% | Net sales | 548 | 529 | 4% |
| | | 10% | Organic growth | | | 6% |
| 12 | 4 | 200% | EBITDA | 34 | 26 | 31% |
| *6.6%* | *2.3%* | | *EBITDA margin* | *6.2%* | *4.9%* | |
| 0 | -8 | | EBIT | -5 | -20 | |
| | | | Capital employed | 819 | 766* | |

* year-end 2012

- Organic sales growth was 10% compared to Q3 2012, mainly driven by higher volumes at DSM Pharmaceutical Products and improved pricing at DSM Sinochem Pharmaceuticals. Currencies had a 4% negative impact on cluster sales.
- EBITDA for the quarter grew to €12 million from €4 million in the same quarter of 2012 mainly due to DSM Pharmaceutical Products. Higher sales together with cost savings contributed to this positive development.

# Performance Materials

| Q3-2013 | Q3-2012 | Δ% | (€ million) | YTD-2013 | YTD-2012 | Δ% |
|---|---|---|---|---|---|---|
| 700 | 703 | 0% | Net sales | 2,087 | 2,117 | -1% |
| | | 4% | Organic growth | | | 2% |
| 84 | 72 | 17% | EBITDA | 246 | 228 | 8% |
| *12.0%* | *10.2%* | | *EBITDA margin* | *11.8%* | *10.8%* | |
| 50 | 39 | 28% | EBIT | 145 | 129 | 12% |
| | | | Capital employed | 2,007 | 2,026* | |

* year-end 2012

- Organic sales growth was 4% compared to Q3 2012. Volumes increased in all three business groups, with DSM Dyneema delivering double-digit growth. Prices decreased at DSM Resins & Functional Materials, driven by the continued weak European economic climate and mix effects. Prices were stable at DSM Dyneema and DSM Engineering Plastics. Adverse currency movements, mainly in DSM Engineering Plastics, offset a significant part of the cluster's organic growth.
- EBITDA for Q3 was €84 million compared to €72 million in the same quarter of 2012. EBITDA margins continued to improve, reaching 12% in the quarter. DSM Dyneema saw its EBITDA improve significantly compared to 2012, driven by strong top-line growth. EBITDA of DSM Resins & Functional Materials showed an improvement due to strong cost control. DSM Engineering Plastics delivered a stable EBITDA performance, with negative currency effects compensated for by cost savings.



DSM
BRIGHT SCIENCE. BRIGHTER LIVING.

# Polymer Intermediates

| Q3-2013 | Q3-2012 | Δ% | (€ million) | YTD-2013 | YTD-2012 | Δ% |
|---|---|---|---|---|---|---|
| 374 | 384 | -3% | Net sales | 1,186 | 1,203 | -1% |
| | | 0% | Organic growth | | | 0% |
| 28 | 16 | 75% | EBITDA | 83 | 115 | -28% |
| *7.5%* | *4.2%* | | *EBITDA margin* | *7.0%* | *9.6%* | |
| 18 | 6 | 200% | EBIT | 55 | 91 | -40% |
| | | | Capital employed* | 583 | 447* | |

* year-end 2012

- Organic sales development was in line with Q3 2012, with higher volumes fully offset by lower prices. Overall sales were lower due to currency effects.
- EBITDA for the quarter was higher than in the same quarter of 2012, when there were negative effects from scheduled plant turnarounds in China and the USA. Cost savings and license income also contributed to the improvement in EBITDA.

# Innovation Center

| Q3-2013 | Q3-2012 | Δ% | (€ million) | YTD-2013 | YTD-2012 | Δ% |
|---|---|---|---|---|---|---|
| 36 | 35 | 3% | Net sales | 111 | 69 | 61% |
| | | 6% | Organic growth | | | 12% |
| -4 | -4 | | EBITDA | -11 | -29 | |
| -14 | -14 | | EBIT | -39 | -45 | |
| | | | Capital employed* | 567 | 507* | |

* year-end 2012

- The sales level of the Innovation Center was the same as in 2012. Following the completion of the integration of Kensey Nash in DSM, its sales contribution is from Q3 onward reported as part of organic growth and is no longer disclosed separately.
- EBITDA remained at the same level as Q3 2012.



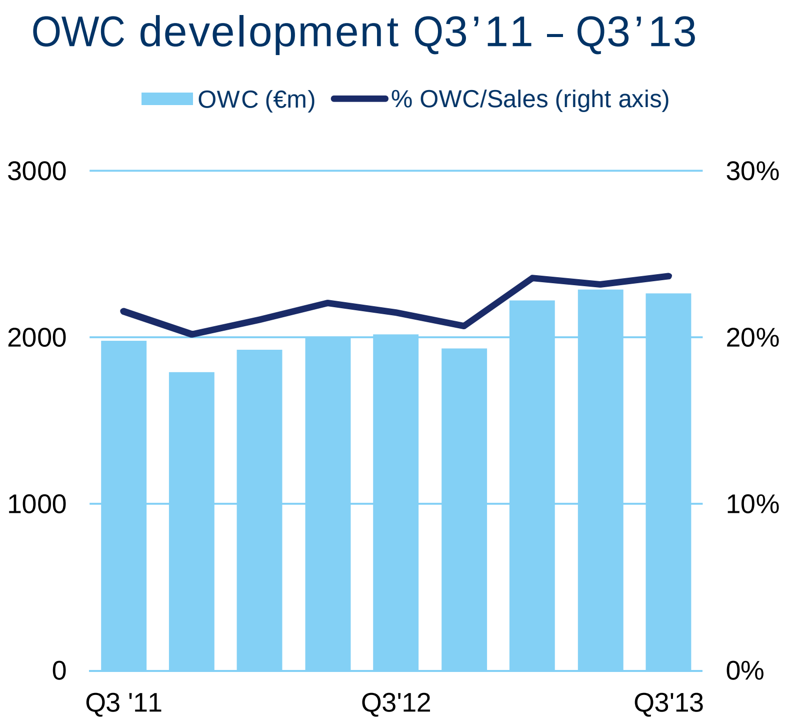
DSM
BRIGHT SCIENCE. BRIGHTER LIVING.

# Cash flow

| Cash Flow (€ million) | YTD'13 | YTD'12 |
|---|---|---|
| Cash from operating activities | 463 | 547 |
| Cash from investing activities* | -907 | -1,137 |
| Free cash flow from operations | -444 | -590 |

* Excluding changes in fixed-term deposits

| Balance sheet (€ million) | Sept 30 2013 | YE 2012 |
|---|---|---|
| Net debt | 2,043 | 1,668 |
| Gearing | 25% | 22% |




- Cash provided by operating activities in Q3 2013 was €310 million (Q3 2012: €253 million).
- Operating working capital increased from €1,936 million at the end of 2012 to €2,268 million at the end of Q3 2013 (OWC as a percentage of annualized sales increased from 20.7% to 23.7%).



DSM
BRIGHT SCIENCE. BRIGHTER LIVING.

# Overview

- Operational performance Q3 2013
- Business Conditions & Outlook
- Annex: Highlights Capital Markets Day

# Business Conditions

## Nutrition - Feed

- Recovery in animal protein market remains fragile creating price pressure esp. in Vitamin E
- Poultry and Aquaculture markets continue to be impacted by diseases in several high growth economies

## Nutrition - Food

- Favorable conditions for Infant Nutrition and Food Specialties
- Western Food & Beverage markets remain soft
- Fish oil based Omega 3 Dietary Supplements sales impacted by sharp increases of retail prices

## Pharma

- Ongoing challenging market conditions
- Usual uneven delivery patterns between quarters
- Step up towards end of year expected for DSM Pharmaceutical Products

## Performance Materials

- Ongoing weakness in Europe, especially in building & construction
- Continued weakness in PA6 value chain
- Healthy growth in specialty segments

## Polymer Intermediates

- Business conditions are not anticipated to improve in Q4’13
- Market conditions for acrylonitrile relatively stable



DSM
BRIGHT SCIENCE. BRIGHTER LIVING.

# 2013 Outlook: Unchanged

- The challenging macro-economic environment experienced during the first three quarters of 2013 continues, with little or no growth in Europe. Asia continues to show good levels of economic activity, though at more modest levels, while the US maintains a modest rate of recovery.

- Nutrition is expected to show clearly higher results than in 2012 due to organic growth moving towards the target of 2% above GDP and the acquisitions made, with EBITDA margins well within the 20-23% range. However, the recovery in animal protein markets remains fragile, currently leading to some pricing pressure especially in vitamin E. Additionally, fish oil-based Omega 3 sales are being impacted by somewhat lower consumer demand following recent sharp retail price increases. Overall, the compelling growth drivers of the Nutrition business remain unchanged.
- Business conditions in Pharma remain challenging, but DSM is confident that it will be able to deliver substantially better results, notwithstanding the usual uneven delivery patterns between quarters.
- Performance Materials is expected to show improved results in 2013, despite the negative effects of caprolactam.
- Polymer Intermediates is expected to show lower results than in 2012.
- For the Innovation Center the result of the second half of 2013 is expected to be in line with the second half of 2012.
- Overall, DSM expects a significant increase in EBITDA during 2013 from the €1.1 billion realized in 2012. This is a result of stronger organic growth, supported by DSM's Profit Improvement Program, as the benefits of acquisitions and a more resilient portfolio are having an increased impact. Foreign exchange rates and the recently announced Dutch 'crisis tax' renewal are likely to have a negative impact on EBITDA. Overall, based on current economic assumptions, DSM continues to expect to move towards its 2013 EBITDA target of €1.4 billion. The combination of the above factors could however result in an EBITDA for 2013 slightly below €1.35 billion.

# Wrap-up

- Good Q3 results in a continued challenging macro-economic environment:
  - 27% higher EBITDA vs Q3 '12, with increased profitability in all clusters
  - Nutrition accounts for about 70% of Group EBITDA
- Good results in Nutrition, despite temporary headwinds
  - EBITDA up 20%
  - EBITDA margin of 22.8% at upper end of range
- Materials Sciences delivered a solid performance with EBITDA up 27%
- Current trading conditions similar to the end of Q3, while foreign exchange rates deteriorated
- No change to full year outlook as given at Capital Markets Day
- For the coming period we will strongly focus on:
  - Completing the strategic actions set in 2010:
    - Reduce exposure to the merchant caprolactam markets
    - Create partnership in Pharmaceutical Products
  - Improve operational performance:
    - Supported by Profit Improvement Program
    - Realizing the integration synergies
    - Moving to target organic growth

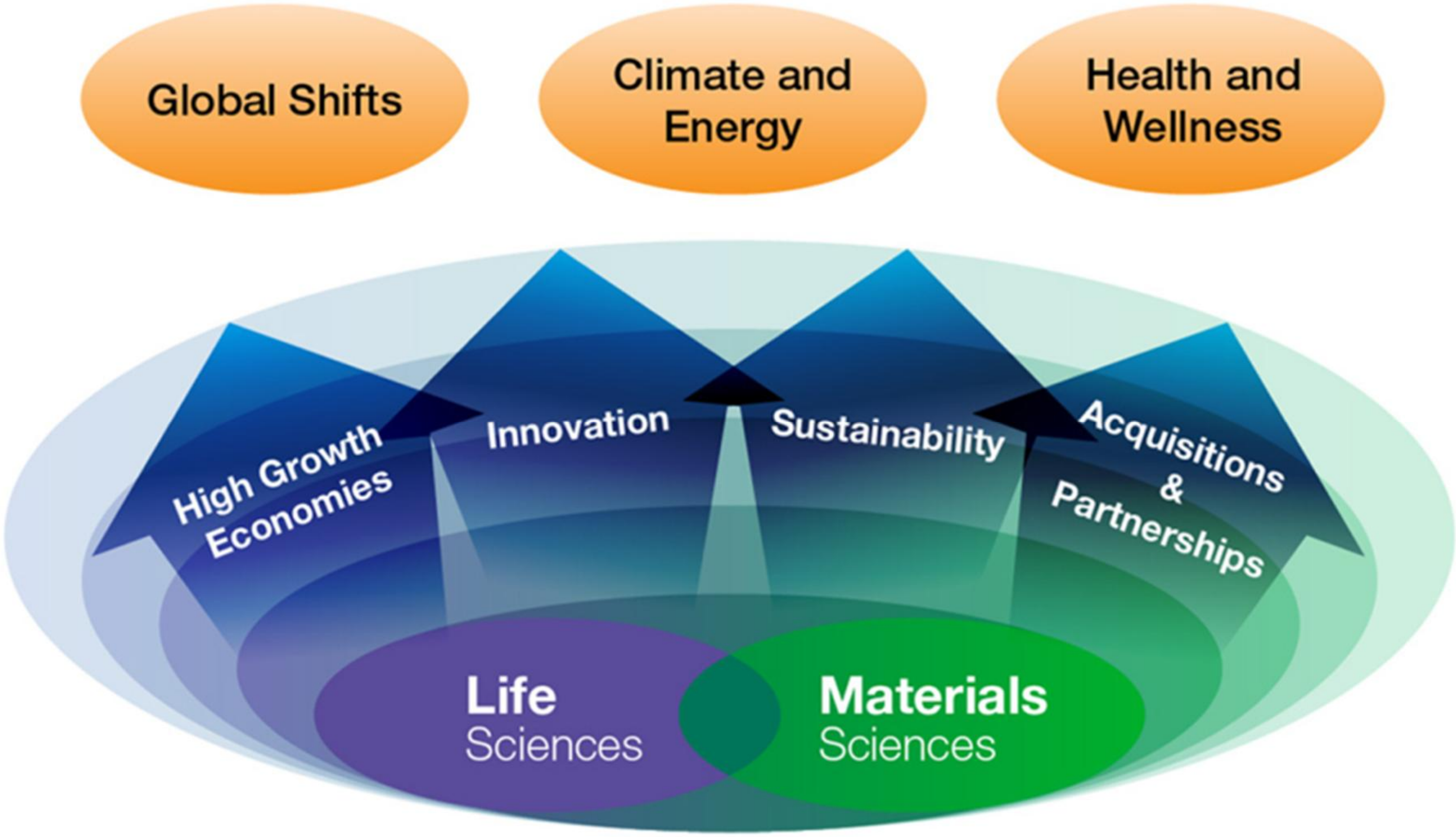


DSM
BRIGHT SCIENCE. BRIGHTER LIVING.

# Overview

- Operational performance Q3 2013
- Business Conditions & Outlook
- Annex: Highlights Capital Markets Day

# DSM in motion: *driving focused growth*



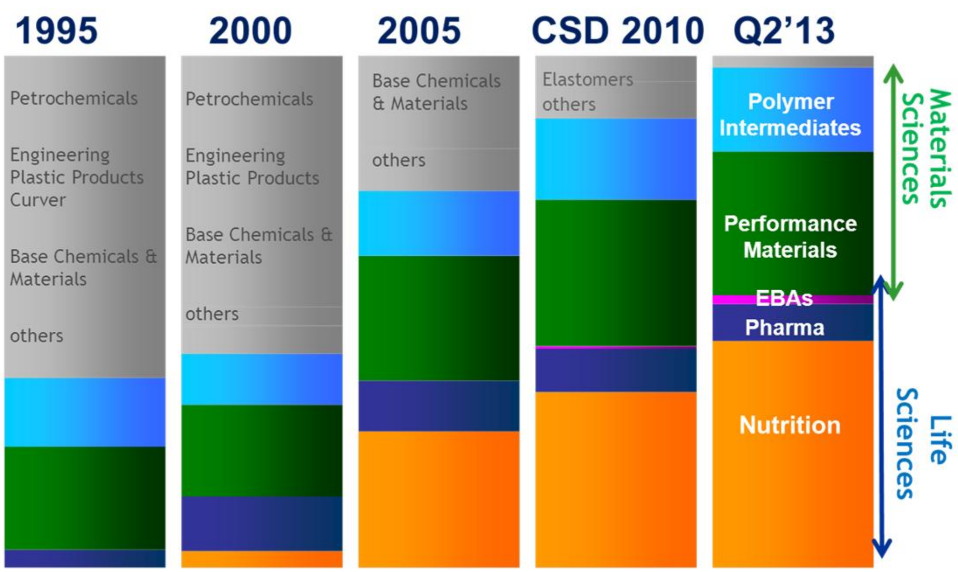



DSM
BRIGHT SCIENCE. BRIGHTER LIVING.

# Strong strategic progress

- Divestments of base chemicals activities with total €1.5bn sales and €0.2bn EBITDA (2007) at good multiples (total divestment proceeds ~€1.2bn)
- Portfolio significantly transformed: €2.4bn in value enhancing acquisitions in Nutrition, out of a total of €2.8bn acquisitions for DSM at an average EV/EBITDA multiple below 9
- Anti-infectives partnership established with Sinochem, 50% stake divested for €0.2bn
- EBAs strengthened by Kensey Nash in Biomedical and partnerships in Bio-Based Products and Services
- Sustainability and innovation are driving growth
- DSM has become truly global. Well positioned for accelerated growth in High Growth Economies

## Significant transformation (Sales Breakdown %)

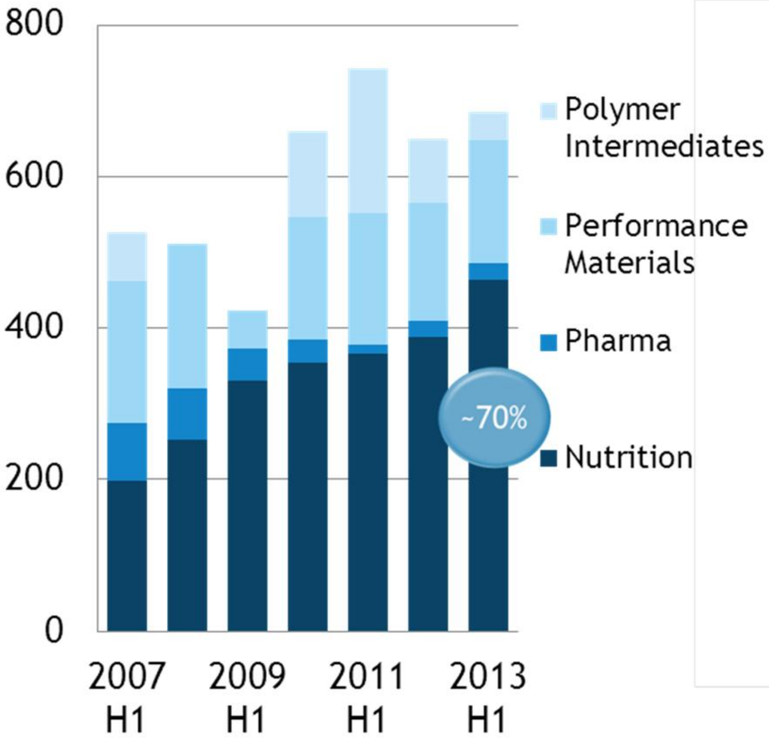




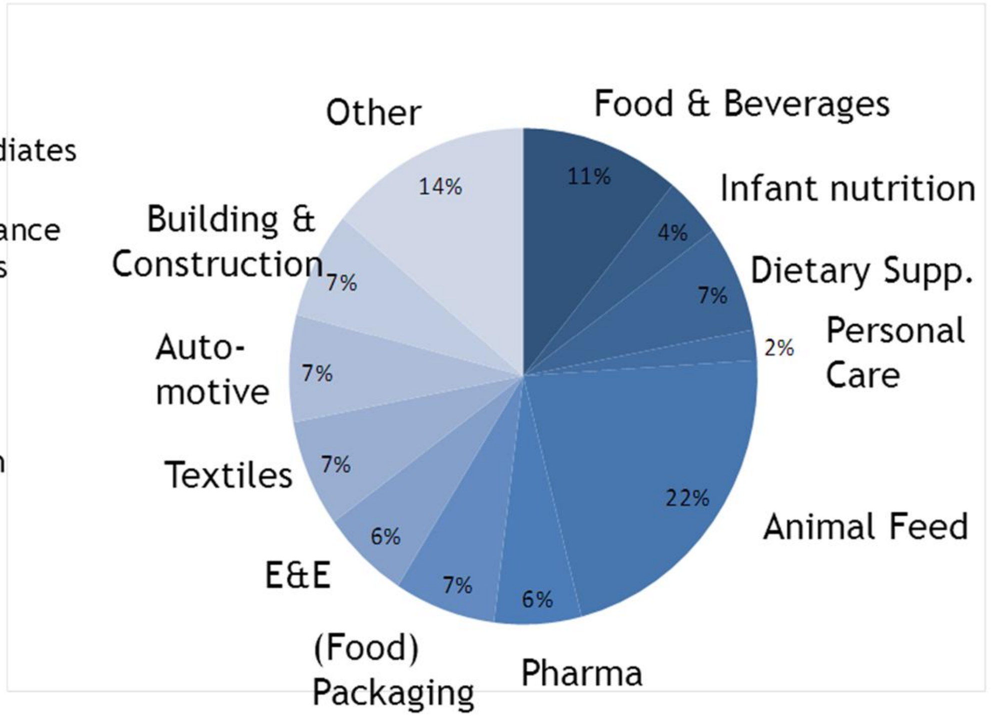

BRIGHT SCIENCE. BRIGHTER LIVING.

# Shift to higher quality earnings

H1 EBITDA (€ m)




Sales by end-market*




**Majority of sales are now to end-markets with lower macro-dependency**

* 2012 sales plus pro forma sales M&A

DSM BRIGHT SCIENCE. BRIGHTER LIVING.

# Our growth drivers are compelling

## High Growth Economies

From
'reaching out'

to
becoming truly global

## Innovation

From
'building the machine'

to
doubling the output

## Sustainability

From
responsibility

to
business driver

## Acquisitions & Partnerships

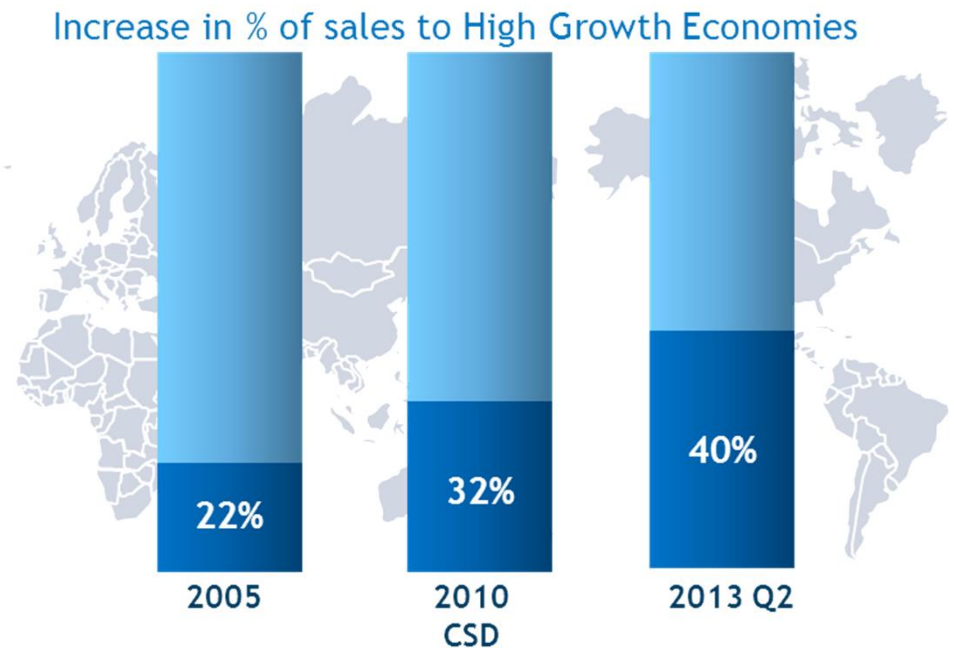
From
portfolio transformation

to
growth



DSM
BRIGHT SCIENCE. BRIGHTER LIVING.

# The new DSM has become truly global



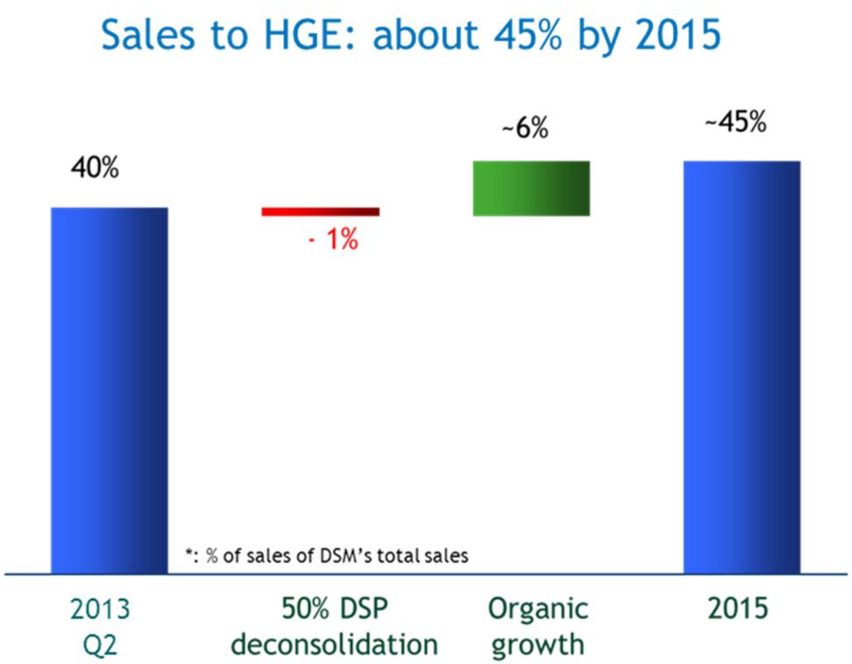


- DSM has broadened its international presence, capturing greater mega trend opportunities
- ~40% of DSM's total sales are now sold into High Growth Economies
- ~60% of DSM's growth since CSD 2010 announcement came from High Growth Economies
- Organizational moves from Europe to other regions (incl. BG HQs and Innovation/R&D centers)
- More than 30% of DSM employees live and work in High Growth Economies

BRIGHT SCIENCE. BRIGHTER LIVING.

# HGE strong enabler of growth ambitions

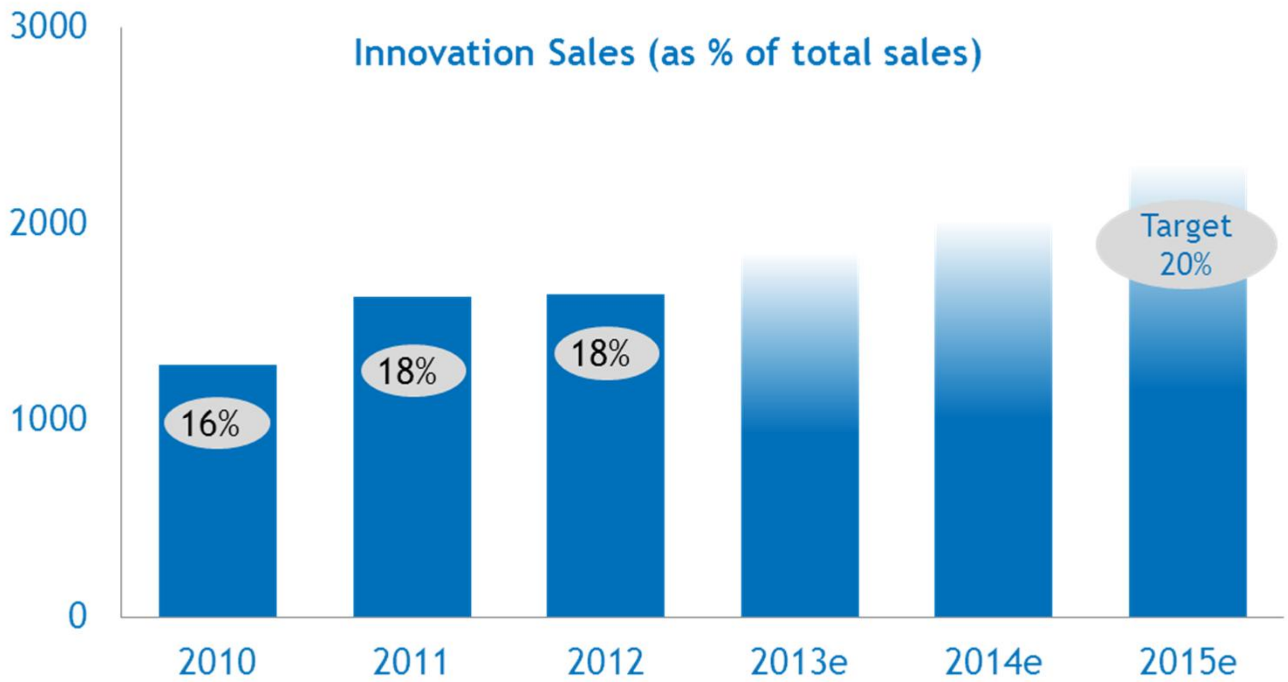
- Expand presence in High Growth Economies, including Africa
- Cultivate synergies of the 2011-2012 acquisitions which provide an enlarged product/service pipeline for HGE
- Continue to strengthen local R&D, innovation and application development capability
- Further tailor the product and services offering to local needs
- China sales towards ~ US$ 3bn




**60%-70% of growth is expected to come from High Growth Economies**

DSM
BRIGHT SCIENCE. BRIGHTER LIVING.

# Innovation underpins further growth & profit

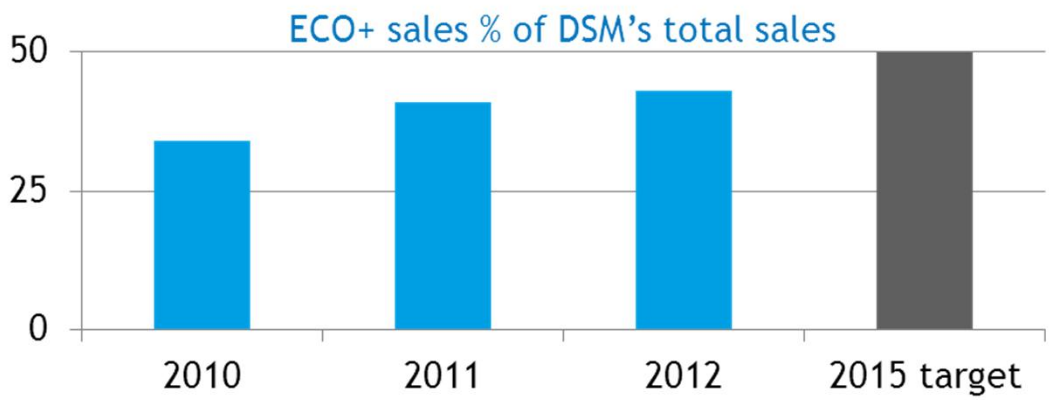



- ✓ DSM well on track to deliver on its 20% Innovation sales target by 2015
- ✓ Innovation strongly contributes to DSM's sales growth and EBITDA growth with on average >5% higher gross margins
- ✓ Initially 4 new Emerging Business Areas were launched, of which 2 have been divested. 1 new EBA has been added, resulting in 3 exciting growth platforms
- ✓ DSM now in McKinsey's Top Quartile benchmark on best innovation practices



DSM
BRIGHT SCIENCE. BRIGHTER LIVING.

# Sustainability as a strong business driver




- Share of ECO+ solutions in running portfolio increased from ~34% (CSD 2010) to 43% in 2012
- ECO+ solutions offer clear ecological benefits
- Data from DSM Engineering Plastics and DSM Resins & Functional Materials show for their businesses (period 2010- H1 2013):
  - ✓ ECO+ sales have grown ~10%/year since 2010, while non-ECO+ sales slightly declined
  - ✓ ECO+ sales have ~10% higher contribution margins versus non-ECO+ sales

**ECO+ solutions delivering higher growth and higher margins**

DSM BRIGHT SCIENCE. BRIGHTER LIVING.

# Acquisitions: attractive shareholder value

| Acquisition | EV | NPV |
|---|---|---|
| Martek | € 730m | € 1.4bn |
| ONC | € 420m | € 730m |
| Fortitech | € 495m | € 855m |
| Tortuga | € 465m | € 843m |

- DSM acquired for €2.8bn in total, at an average EV/EBITDA multiple < 9
- Exciting synergies achieved at 'Martek':
  - Martek sales grew by ~15%/year since acquisition
  - Combination of Martek and ONC (algae-based and fish-oil based products) has created a strong leader in nutritional lipids and has strong synergies with the 'existing' DSM activities
  - Integration of the other acquisitions: fully on track
- In coming 1-2 years: full focus on integration, synergies and operational performance


DSM
BRIGHT SCIENCE. BRIGHTER LIVING.

# Updated 2015 targets

| | |
|---|---|
| **Profit targets 2015** | |
| • EBITDA margin (%) | 14% - 15% |
| • ROCE | 11% - 12% |
| **Sales target 2015** | |
| • Organic sales growth | 5%-7% annually |
| • China sales | towards US$ 3bn |
| • High Growth Economies sales | about 45% of total sales |
| • Innovation sales | 20% of total sales |
| • ECO+ sales | towards 50% of total sales |
| **Cluster targets 2015** | |
| • Nutrition | EBITDA margin 20% - 23%<br>Sales growth GDP+2% |
| • Performance Materials | EBITDA margin 13% - 15%<br>Sales growth at double GDP |



DSM
BRIGHT SCIENCE. BRIGHTER LIVING.

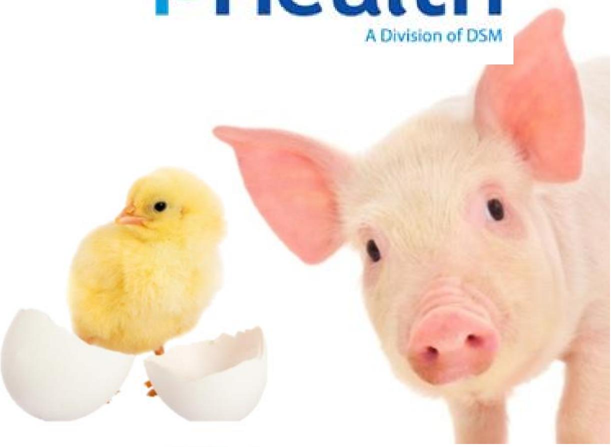
# Nutrition: continued value growth

Targets:

- EBITDA margin 20% - 23%
- Sales growth GDP+ 2%

Key focus until 2015:

- Drive continued organic growth:
  - Macro trends
  - Unique business model (with a broad, deep and global portfolio)
  - Additional focus on HGEs
  - Expand in B2C / i-Health
- Selected investments in existing portfolio:
  - Product forms, premix facilities
  - Vitamin B6, Omega-3
  - Natural Carotenoids
  - Cultures & Enzymes, Savory flavors
- Assessing further M&A to strengthen position further:
  - Global product portfolio
  - Local solutions and customer access

# Unique business model: global & local capabilities

FROM: Actives → Forms → Premix

TO: Active Ingredients → Forms + Solutions → Access & insights

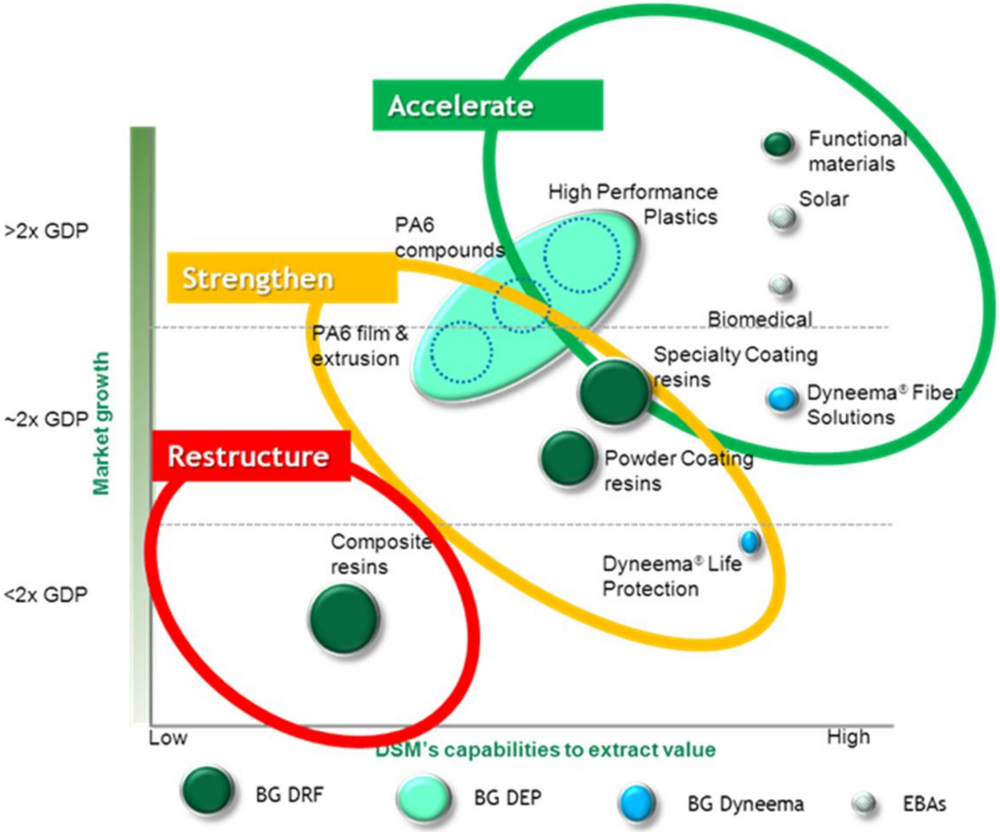
| GLOBAL PRODUCER | | LOCAL SOLUTION PROVIDER | |
|---|---|---|---|
| Broad, global *Portfolio of Actives:* – high quality, cost-competitive – to maintain leading market position | Maximum *Differentiation* through industry & segment specific *Formulations* offering stability, shelf life, heat resistance, solubility, bio-availability, physical properties | *Premixes*: from channel-to- market to customer-driven solutions.<br><br>Further downstream integration to *segment-specific finished product solutions* | *Proprietary access* to local customers (B2B) and end-consumers (including B2F))<br><br>Translating customer insight into *unique nutritional solution offers* |

DSM
BRIGHT SCIENCE. BRIGHTER LIVING.

# Performance Materials: Upgrade portfolio

Via differentiated strategy:

- Accelerate:
  Accelerate growth in highly innovative markets to fully benefit from megatrends
- Strengthen:
  Combine sustainable innovation sales growth with margin optimization programs
- Restructure:
  Composite Resins




DSM
BRIGHT SCIENCE. BRIGHTER LIVING.

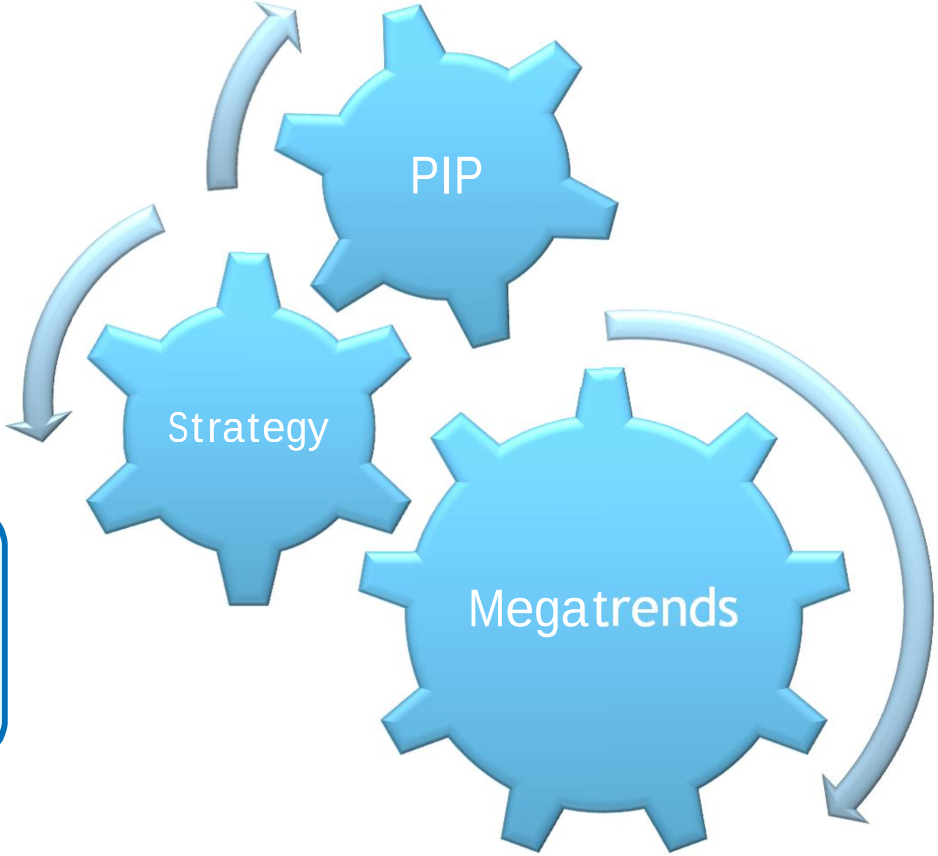
# Drivers to improve performance

Improve performance by upgrading the portfolio, leveraging 3 drivers:

1. Megatrends
2. Differentiated strategies to capture profitable growth
3. Profit Improvement Program

Targets Performance Materials Cluster:

- EBITDA margin 13% - 15%
- Sales growth at double GDP



# Pharma & Polymer Intermediates

## Pharma

Key focus until 2015:

- For anti-infectives business
  - Continue to strengthen the core business
  - Continue to upgrade the portfolio attractiveness
  - Downstream integration into formulations and finished dosages
- For DSM Pharmaceutical Products:
  - Form a partnership that creates a CMO industry leader
  - Meanwhile, continue own strength business improvement

**Partnerships key to success**

## Polymer Intermediates

Key focus until 2015:

- Explore opportunities to reduce the exposure to the merchant caprolactam markets
- Reduce costs
- Secure low cost / high quality caprolactam to DSM Engineering Plastics to support its growth
- Actively maintain the Acrylonitrile business

**Reduce merchant exposure**

DSM BRIGHT SCIENCE. BRIGHTER LIVING.

# Preparing for the next phase of growth

For the period 2013 – 2015, we will strongly focus on:

1) Completing the strategic actions set in 2010
2) Improving operational performance to align returns and margins profile with transformed business portfolio

This will mean:

1) Continued value growth in Nutrition
   - Integrate the acquisitions and realize full potential of synergies
   - Explore further growth opportunities
2) Upgrade the portfolio of Performance Materials
   - Accelerate growth
   - Strengthen performance
   - Restructure Composite Resins
3) Execution of the strategic actions in Pharma and PI
4) Expanding presence in High Growth Economies, including Africa
5) Further building the Emerging Business Areas and gear-up innovation and sustainability efforts
6) Execution of the Profit Improvement Program



DSM
BRIGHT SCIENCE. BRIGHTER LIVING.

BRIGHT SCIENCE. BRIGHTER LIVING.™