Press Release

Heerlen (NL), 13 February 2020

08E

DSM reports 2019 results

Highlights[1,2,3]

- DSM reports a good year
- Results compared to underlying business in 2018:
  - Group sales: +2%, Adjusted EBITDA up 10% (including 3% from IFRS 16)
  - Nutrition: sales +5%, organic sales +2%, Adjusted EBITDA up 12% (including 3% from IFRS 16)
  - Materials: sales -6%, volume -5%, Adjusted EBITDA -1% (including 1% from IFRS 16)
- Net Profit €764m. Adjusted net profit €830m, up 8% versus underlying business in 2018
- Adjusted Net Operating Free Cash Flow €801m; up 47% versus underlying business in 2018
- Proposed dividend increase from €2.30 to €2.40 per ordinary share
- Full year outlook 2020: mid-single digit increase in Adjusted EBITDA

Key figures and indicators

in € million	Full year 2019	Full year 2018			% Change				
		Underlying[1] business	Temp. vitamin effect	Total Group	Underlying[1] Organic growth	FX & 'other'[1]	Underlying[1] total growth	Temporary vitamin effect	Total Group
Sales	9,010	8,852	415	9,267	-1%	3%	2%	-5%	-3%
Nutrition	6,028	5,722	415	6,137	2%	3%	5%	-7%	-2%
Materials	2,746	2,913		2,913	-8%	2%	-6%		-6%
Adjusted EBITDA	1,684	1,532	290	1,822			10%	-18%	-8%
Nutrition	1,250	1,117	290	1,407			12%	-23%	-11%
Materials	509	512		512			-1%		-1%
Innovation	22	8		8					
Corporate	-97	-105		-105					
EBITDA	1,586	1,464	290	1,754					
Adjusted EBITDA margin	18.7%	17.3%		19.7%					

CEO statement

Feike Sijbesma, outgoing CEO, Geraldine Matchett and Dimitri de Vreeze, incoming Co-CEOs, commented: *"We are pleased to have delivered a good financial performance, as well as achieving our key milestones in the first year of Strategy 2021. Given the softer trading conditions seen in some of our markets, we are focused on driving growth, costs and operational excellence initiatives across the company to offset these adverse macro-economic conditions. Our outlook for 2020 is based on our own strength and self-help actions, and underlines our commitment to DSM's Strategy 2021 targets. Our businesses are well positioned to capitalize on many strong fundamental growth drivers related to the world's most pressing challenges and we expect our large innovation programs to begin to contribute in 2020, and further expand during 2021 and beyond."*

Outlook 2020

DSM expects to deliver a mid-single digit increase in Adjusted EBITDA for 2020 compared to prior year, together with an improvement in Adjusted Net Operating Free Cash Flow in line with our Strategy 2021 targets. This outlook is driven by DSM's own growth initiatives, innovation programs and self-help actions, and does not assume any significant improvement to the current macro-economic environment. With regard to any potential impact of the coronavirus, DSM will monitor the situation closely.

[1] In 2018 DSM benefitted from a temporary vitamin effect (see page 8). Underlying (business) is defined as the performance measure sales and Adjusted EBITDA, corrected for DSM's best estimate of this temporary vitamin effect.

[2] Adjusted EBITDA is an Alternative Performance Measure (APM) that reflects continuing operations.

[3] DSM adopted IFRS 16 as per its effective date of 1 January 2019 and has not restated 2018 (see page 25).

Fit for Growth program

DSM has launched a program in DSM Nutritional Products to increase its agility to drive above market profitable growth. By simplifying the operating model and further improving business steering, the program aims to better serve customers and respond to the differentiated needs of their respective end markets. At the same time, it creates a more efficient organization.

Share Buy-Back program

DSM announced on 14 February 2019 a repurchase of shares with an aggregate market value of €1 billion, with the intention to reduce its issued capital. In 2019 DSM has repurchased 5.4 million shares for a total consideration of €600 million under this program. DSM intends to repurchase the remaining €400 million during the first half year of 2020, next to the usual repurchase programs which DSM executes from time to time to cover commitments under the share-based compensation plans and the stock dividend.

CEO Succession

As announced on 2 December 2019, CEO Feike Sijbesma will hand over his responsibilities to his Managing Board colleagues Geraldine Matchett and Dimitri de Vreeze as Co-CEOs on 15 February 2020 and will support a smooth transition until 1 May 2020.

Feike Sijbesma, commented: *"It has been my greatest privilege and joy to lead DSM for 13 years. I am proud of the company it is today, and I am pleased that we once again delivered a good financial performance for the year, despite an increasingly challenging market environment. 2019 marked another year of clear progress in our strategy of evolving towards a Nutrition, Health and Sustainable Living company, addressing the world's most pressing challenges as key business drivers with our science-based innovations. I am delighted to leave a DSM that is on track to meet its Strategy 2021 objectives, and in the excellent hands of Geraldine and Dimitri, who I know share my commitment to the purpose of the company, and the excitement about the long-term growth drivers of our business and our strong market execution."*

Geraldine Matchett and Dimitri de Vreeze, added: *"We are honored to lead the company in the next stage of its journey and thank Feike for his extraordinary leadership over the years."*

Feike Sijbesma has been appointed Honorary Chairman of DSM, being a tribute to Feike's contribution to the company over the years, maintaining a connection between him and DSM, as Feike will -when requested- continue representing DSM externally, especially in areas such as (mal)nutrition and climate.

Q4 Highlights[1,2,3]

- DSM reports a solid Q4
- Group sales -3%, Adjusted EBITDA up 7% (including 4% impact from IFRS 16)
- Nutrition: sales +1%, organic sales -1%, Adjusted EBITDA up 9% (including 3% impact from IFRS 16)
- Materials: sales -9%, volume -6%, Adjusted EBITDA -1% (including 2% impact from IFRS 16)

Key figures and indicators

in € million	Q4 2019	Q4 2018			% Change				
		Underlying[1] business	Temp. vitamin effect	Total Group	Underlying[1] Organic growth	FX & 'other'[1]	Underlying[1] total growth	Temporary vitamin effect	Total Group
Sales	2,152	2,208	-	2,208	-5%	2%	-3%		-3%
Nutrition	1,455	1,444	-	1,444	-1%	2%	1%		1%
Materials	632	698		698	-12%	3%	-9%		-9%
Adjusted EBITDA	396	370	-	370			7%		7%
Nutrition	294	270	-	270			9%		9%
Materials	118	119		119			-1%		-1%
Innovation	6	7		7					
Corporate	-22	-26		-26					
EBITDA	347	340		340					
Adjusted EBITDA margin	18.4%	16.8%		16.8%					

[1] In 2018 DSM benefitted from a temporary vitamin effect (see page 8). Underlying (business) is defined as the performance measure sales and Adjusted EBITDA, corrected for DSM's best estimate of this temporary vitamin effect.
[2] Adjusted EBITDA is an Alternative Performance Measure (APM) that reflects continuing operations.
[3] DSM adopted IFRS 16 as per its effective date of 1 January 2019 and has not restated 2018 (see page 25).

Key figures and indicators
(comparison with full year 2018 *excluding* temporary vitamin effect)

in € million	Full year 2019	2018	% Change	Volume	Price / mix	FX	Other
Sales	**9,010**	8,852	2%	0%	-1%	2%	1%
Nutrition	**6,028**	5,722	5%	2%	0%	2%	1%
Materials	**2,746**	2,913	-6%	-5%	-3%	2%	0%
Innovation Center	**194**	172					
Corporate Activities	**42**	45					

in € million	Q4 2019	Q4 2018	% Change	Volume	Price / mix	FX	Other
Sales	**2,152**	2,208	-3%	-2%	-3%	1%	1%
Nutrition	**1,455**	1,444	1%	1%	-2%	1%	1%
Materials	**632**	698	-9%	-6%	-6%	2%	1%
Innovation Center	**54**	54					
Corporate Activities	**11**	12					

in € million, including IFRS 16 impact	Full year 2019	2018	% Change	Q4 2019	Q4 2018	% Change
Adjusted EBITDA	**1,684**	1,532	10%	**396**	370	7%
Nutrition	**1,250**	1,117	12%	**294**	270	9%
Materials	**509**	512	-1%	**118**	119	-1%
Innovation Center	**22**	8		**6**	7	
Corporate Activities	**-97**	-105		**-22**	-26	
Adjusted EBITDA margin	**18.7%**	17.3%		**18.4%**	16.8%	
ROCE (%)	**12.0%**	13.3%				
Adjusted net operating free cash flow	**801**	545	47%			
Adjusted net profit - Total DSM[1,2]	**830**	769	8%			
Adjusted net EPS - Total DSM	**4.64**	4.33	7%			

in € million, excluding IFRS 16 impact	Full year 2019	2018	% Change	Q4 2019	Q4 2018	% Change
Adjusted EBITDA	**1,632**	1,532	7%	**382**	370	3%
Nutrition	**1,220**	1,117	9%	**286**	270	6%
Materials	**502**	512	-2%	**116**	119	-3%
Innovation Center	**20**	8		**5**	7	
Corporate Activities	**-110**	-105		**-25**	-26	
Adjusted EBITDA margin	**18.1%**	17.3%		**17.8%**	16.8%	
ROCE (%)	**12.3%**	13.3%				
Adjusted net operating free cash flow	**749**	545	37%			
Adjusted net profit - Total DSM[1,2]	**833**	769	8%			
Adjusted net EPS - Total DSM	**4.66**	4.33	8%			

[1] Including result attributed to non-controlling interest
[2] Including €25m tax on temporary vitamin effect of €290m in 2018

In this report:
- ‘Organic sales growth’ is the total impact of volume and price/mix;
- ‘Total Working Capital’ refers to the total of ‘Operating Working Capital’ and ‘non-Operating Working Capital’;
- ‘Adjusted Net Operating Free Cash Flow’ is the cash flow from operating activities, corrected for the cash flow of the APM adjustments, minus the cash flow of capital expenditures and drawing rights.

Key figures and indicators (comparison with Full year 2018 *including* temporary vitamin effect)

in € million	Full year 2019	2018	% Change	Volume	Price / mix	FX	Other
Sales	**9,010**	9,267	-3%	1%	-6%	2%	0%
Nutrition	**6,028**	6,137	-2%	3%	-8%	2%	1%
Materials	**2,746**	2,913	-6%	-5%	-3%	2%	0%
Innovation Center	**194**	172					
Corporate Activities	**42**	45					

in € million	Q4 2019	Q4 2018	% Change	Volume	Price / mix	FX	Other
Sales	**2,152**	2,208	-3%	-2%	-3%	1%	1%
Nutrition	**1,455**	1,444	1%	1%	-2%	1%	1%
Materials	**632**	698	-9%	-6%	-6%	2%	1%
Innovation Center	**54**	54					
Corporate Activities	**11**	12					

in € million, including IFRS 16 impact, where applicable	Full year 2019	2018	% Change	Q4 2019	Q4 2018	% Change
Sales	**9,010**	9,267	-3%	**2,152**	2,208	-3%
Adjusted EBITDA	**1,684**	1,822	-8%	**396**	370	7%
Nutrition	**1,250**	1,407	-11%	**294**	270	9%
Materials	**509**	512	-1%	**118**	119	-1%
Innovation Center	**22**	8		**6**	7	
Corporate Activities	**-97**	-105		**-22**	-26	
Adjusted EBITDA margin	**18.7%**	19.7%		**18.4%**	16.8%	
EBITDA	**1,586**	1,754		**347**	340	
Adjusted EBIT	**1,075**	1,345	-20%	**231**	245	-6%
EBIT	**954**	1,245		**170**	196	
Capital Employed	**9,311**	8,181				
Average Capital Employed	**8,936**	8,005				
ROCE (%)	**12.0%**	16.8%				
Effective tax rate[1]	**18.2%**	17.4%				
Adjusted net profit[2]	**830**	1,034	-20%	**171**	182	-6%
Net profit - Total DSM[2]	**764**	1,079	-29%	**124**	258	-52%
Adjusted net EPS	**4.64**	5.84	-20%	**0.96**	1.02	-5%
Net EPS - Total DSM	**4.27**	6.10		**0.70**	1.46	
Operating cash flow	**1,385**	1,391	0%	**444**	458	-3%
Adjusted Net Operating Free Cash Flow	**801**	810	-1%	**251**	281	-11%
Capital expenditures[3]	**609**	646		**199**	201	
Net debt[4]	**1,144**	113				
Average number of ordinary shares	**175.7**	175.3		**174.1**	175.6	
Workforce (headcount end of period)	**22,174**	20,977				

[1] Over Adjusted taxable result
[2] Including result attributed to non-controlling interest
[3] Cash, net of customer funding, investment grants and excluding leases
[4] Net debt end of December 2019 includes €217 million following the adoption of IFRS 16 on 'Leases'

Strategy 2021: *Growth & Value – Purpose led, Performance driven*

In its strategic plan, DSM illustrates how it will evolve further toward being a purpose led, science-based company operating in the fields of Nutrition, Health and Sustainable Living. DSM's strong growth platform together with increased customer centricity and large innovation projects, will drive above-market growth. Concurrently, DSM will continue its strong focus on cost control and operational excellence, allowing it to accelerate profit growth and cash generation. Organic growth will be complemented by acquisitions, predominantly in Nutrition given its growth potential, resilience, strong leadership position and value creation potential.

The following table describes the ambitious targets for profit growth and cash generation for the period 2019 – 2021, as well as the ambitions underpinning these.

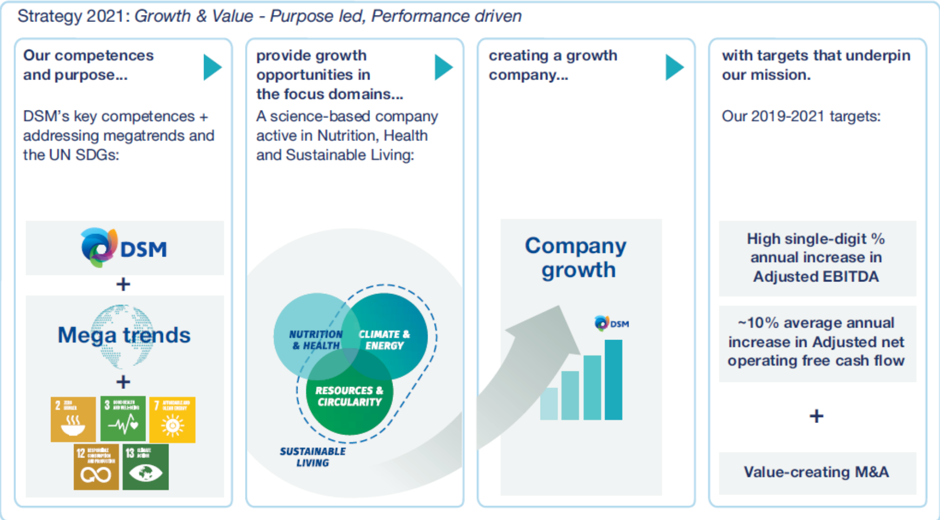
2021 targets [1]	Ambitions underpinning our targets [1]	
High single-digit percentage annual Adjusted EBITDA increase	**1. Sales**	Above-market sales growth for Total DSM, Nutrition and Materials
	2. Adjusted EBITDA margin	Nutrition: >20% Materials: 18–20%
~10% average annual Adjusted net operating free cash flow [2] increase	**3. Working capital**	Reduce by 50 bps annually to ~16%
	4. Capex	~6.5% of sales
	5. ROCE	~1%-point increase per annum
	6. Adjusted EPS	Increase ahead of Adjusted EBITDA growth

[1] Based on 2018 underlying business, defined as Sales and Adjusted EBITDA corrected for our best estimate of the temporary vitamin effect.
[2] Adjusted net operating free cash flow is the cash flow from operating activities, corrected for the cash flow of the APM adjustments, minus the cash flow of capital expenditures and drawing rights.

Purpose sets the scope for further growth and evolution

With its unique science-based competences, DSM is ideally positioned to capture the growth opportunities offered by the global megatrends and the UN Sustainable Development Goals (SDGs), with emphasis on Nutrition & Health, Climate & Energy and Resources & Circularity. DSM will therefore further evolve into a Nutrition, Health and Sustainable Living company.

By improving the impact of its own operations, enabling sustainable solutions for its customers and advocating sustainable business, DSM can grow faster and reduce its cost and risk profile.



Progress 2019

2021 targets [1]	Ambitions underpinning our targets [1]	
High single-digit percentage annual Adjusted EBITDA increase ✓	1. Sales	Above-market sales growth for Total DSM, Nutrition and Materials
	2. Adjusted EBITDA margin	Nutrition: >20% ✓ Materials: 18–20% ✓
~10% average annual Adjusted net operating free cash flow [2] increase ✓	3. Working capital	Reduce by 50 bps annually to ~16%
	4. Capex	~6.5% of sales ✓
	5. ROCE	~1%-point increase per annum
	6. Adjusted EPS	Increase ahead of Adjusted EBITDA growth ✓

[1] Based on 2018 underlying business, defined as Sales and Adjusted EBITDA corrected for our best estimate of the temporary vitamin effect.
[2] Adjusted net operating free cash flow is the cash flow from operating activities, corrected for the cash flow of the APM adjustments, minus the cash flow of capital expenditures and drawing rights.

In 2019, DSM delivered on its financial targets with double-digit growth in Adjusted EBITDA of 10%, including 3% from IFRS 16. Adjusted Net Operating Free Cash Flow increased by 47%, compared to the underlying business in 2018, including 10% from IFRS 16.

Nutrition delivered above market sales growth and high-single digit Adjusted EBITDA growth (+12%, including 3% from IFRS 16), despite challenging market conditions in some of its end markets. Materials demonstrated earnings resilience in persisting weak market conditions with an almost stable Adjusted EBITDA (-1%, including 1% from IFRS 16).

The Adjusted EBITDA margins were 20.7% (including 0.5% from IFRS 16) and 18.5% (including 0.2% from IFRS 16) for Nutrition and Materials respectively, both up versus the prior year and in line with DSM's strategic ambitions.

Capex was at 6.8% of sales. The working capital as a percentage of sales increased to 26.3%, mainly due to acquisitions, foreign exchange rate effect and timing of payables.

Adjusted earnings per share (EPS) increased by 8% ahead of Adjusted EBITDA growth of 7% when adjusting for the temporary vitamin effect in 2018.

DSM made significant strides in sustainability, by reducing its greenhouse gas emissions, stepping up its energy efficiency and purchasing 50% of its energy from renewable sources. For more information on our progress on Sustainability see page 18 of this press release.

DSM further improved its rankings in key ESG (Environmental, Social & Governance) indices, achieving leading positions in four-important ESG indices for investors: DSM is #1 out of 120 in its industry in Sustainalytics, has an AAA rating in MSCI, has the Prime score in ISS-Oekom, and has a leading position in Vigeo.

Review by Cluster

Nutrition

Underlying business

'Underlying' business is defined as the sales and Adjusted EBITDA, corrected for the temporary vitamin effect due to exceptional supply disruptions in the industry which occurred in the first nine months of 2018. This event provided additional sales of €415 million and a corresponding Adjusted EBITDA of €290 million in the first nine months of 2018, as estimated and reported last year.

in € million (estimated)	Full year 2019	2018	
Sales	**6,028**	5,722	5%
Adjusted EBITDA[1]	**1,250**	1,117	12%
Adjusted EBITDA margin (%)[1]	**20.7%**	19.5%	
ROCE (%)	**13.9%**	14.9%	

Temporary vitamin effect

in € million (estimated)	temp. vit.effect 2018
Sales	415
Adjusted EBITDA	290

Total cluster

in € million	Full year 2019	2018	% Change	Q4 2019	Q4 2018	% Change
Sales	**6,028**	6,137	-2%	**1,455**	1,444	1%
Adjusted EBITDA[1]	**1,250**	1,407	-11%	**294**	270	9%
Adjusted EBITDA margin (%)[1]	**20.7%**	22.9%		**20.2%**	18.7%	
Adjusted EBIT	**881**	1,111	-21%	**194**	193	1%
Capital Employed	**6,731**	5,683				
Average Capital Employed	**6,347**	5,574				
ROCE (%)	**13.9%**	19.9%				
Total Working Capital	**1,644**	1,410				
Average Total Working Capital as % of Sales	**27.8%**	24.9%				

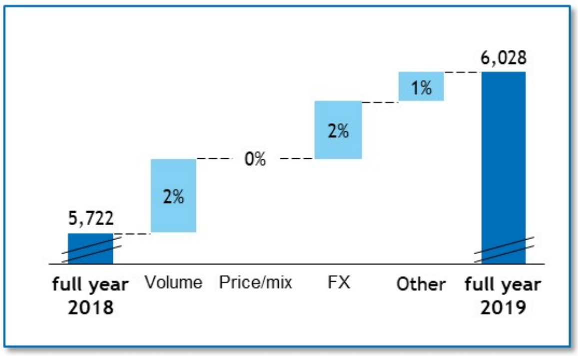
[1] Including IFRS 16 impact of €8 million in Q4 2019 and €30 million for the full year 2019

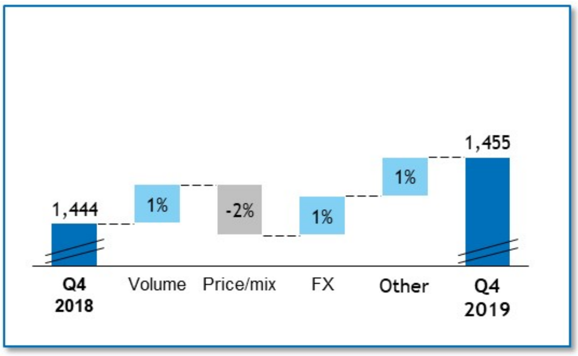
Nutrition

With its portfolio of higher-value feed, food and personal care solutions, Nutrition is well positioned to capture growth opportunities driven by global trends and sustainability, such as solutions against malnutrition, addressing the need for healthier diets and diversified proteins, preventing non-communicable diseases, enabling a more sustainable production of food and feed, as well as avoiding food loss and waste.

In 2019, Nutrition delivered a good result with sales up 5% and Adjusted EBITDA up 12% (including 3% from IFRS 16). Animal Nutrition delivered a good performance despite the African swine fever. Human Nutrition was soft. Personal Care and Food Specialties were strong.

Sales development





All comparisons on this page are versus the Underlying business in 2018.

Full year 2019 sales
Nutrition sales were 5% higher compared to 2018, with 2% organic growth, 1% from the consolidation of Andre Pectin and 2% from exchange rates driven by the US dollar.

Q4 2019 sales
Nutrition reported minus 1% organic growth, with volumes up 1% and prices down 2%. Overall, sales were up 1% with the contribution of Andre Pectin and positive exchange rates.

Animal Nutrition delivered a solid result with strong sales growth across regions and species. Volumes were partly impacted by the continued spread of the African swine fever in China and South-East Asia. Human Nutrition had a weak quarter on the back of some softer end-markets. The Other Nutrition activities performed strongly.

Full year 2019 Adjusted EBITDA
The Adjusted EBITDA growth was 12%, including a 3% contribution from IFRS 16 and 2% from Andre Pectin (€24 million), driven by higher volumes, lower costs and a small positive foreign exchange effect. The adjusted EBITDA margin was 20.7% (including 0.5% from IFRS 16) versus 19.5% in same period last year.

Q4 2019 Adjusted EBITDA
Nutrition reported 9% growth in Adjusted EBITDA (including 3% from IFRS 16), driven by positive mix effects, lower costs and the consolidation of Andre Pectin. The Q4 2019 Adjusted EBITDA margin was 20.2% (including 0.5% from IFRS 16) versus 18.7% in Q4 2018.

Nutrition

Fit for Growth program

DSM is launching a program in DSM Nutritional Products (DNP) to increase its agility to drive above market profitable growth. By simplifying the operating model and further improving business steering, the program aims to better serve customers and respond to the differentiated needs of their respective end markets. At the same time, it creates a more efficient organization, which will help to adjust to a currently softer and more challenging market environment.

In both Human Nutrition and Animal Nutrition, DNP will introduce two business lines with focused customer-facing teams and differentiated go-to-market approaches.

- In Human Nutrition, the business line *General Nutrition* focuses primarily on the Food & Beverage segment, whilst the business line *Specialty Nutrition* includes the segments Early Life Nutrition, Pharma and Dietary Supplements.
- In Animal Nutrition, the business line *Core Products & Premix Solutions* encompasses DNP's traditional offering, whilst the business line *Specialty Solutions* focuses on innovative products and solutions, primarily for gut health.

The introduction of these business lines will also significantly strengthen the respective link with DNP's global Supply Chain and Innovation organizations and thus increase agility to fully seize commercial opportunities as well as successfully commercialize novel products and solutions. At the same time, this change simplifies sales operations for DNP's customer-facing teams, resulting in additional and more effective time with its customers. In order to drive faster and more integrated end-to-end decision making, DNP further enhances profit & loss responsibility with corresponding KPIs at Human Nutrition and Animal Nutrition level.

The new operating model will be enabled by a revised organizational structure. The structure is designed to support the more focused business priorities, and to operate with more streamlined central business steering. The new set-up will lead to around 350 redundancies (~3% of total DNP's workforce and ~1.5% of total DSM workforce), mainly in central and at managerial levels, affecting mostly DNP's global HQ in Switzerland and its organization in North America.

Animal Nutrition

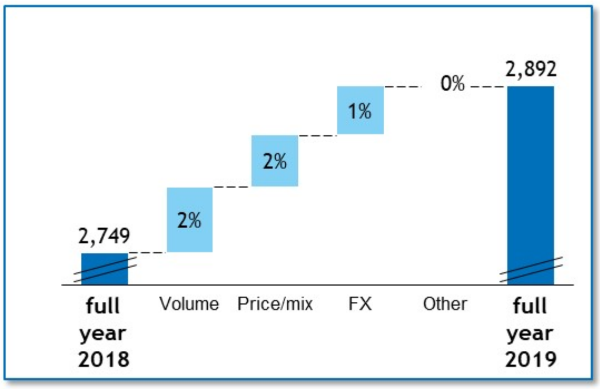
Animal Nutrition continues to strengthen its global market positions, by developing new specialty solutions, expanding its premix offerings, investing in go-to-market capabilities, and focusing on higher growth segments such as aquaculture.

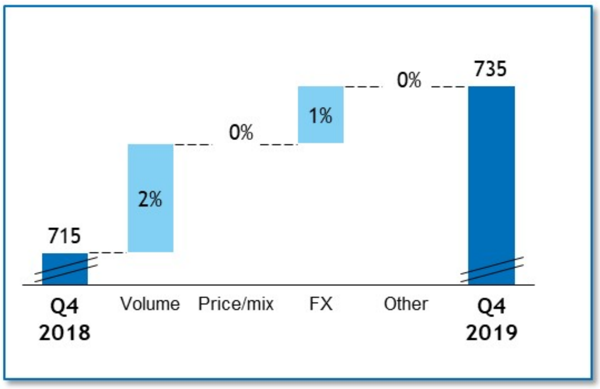
Good progress was made on large innovation programs:

- **Veramaris** started the commercial production of its omega-3 fatty acids from marine algae for aquaculture, supplying three of the largest salmon feed producers and used by the largest salmon farmers. The first Veramaris-fed salmon were distributed by three major retailers across Europe. Sales volumes are expected to develop in line with the ramp-up of the plant with target production capacity to be reached early 2021.
- DSM filed for European registration to commercialize its '**Clean Cow**' product, targeted for late 2020/early 2021. This feed additive reduces methane emissions from ruminants by about 30%.
- After a successful introduction in the Americas in 2018, **Balancius®,** a feed ingredient designed to improve the gastrointestinal functionality in poultry, was launched in Europe.

In 2019, Animal Nutrition established a partnership with Nenter. The new entity resulting from this partnership will produce high-quality and sustainable vitamin E exclusively for DSM. The production facilities and related assets are currently being upgraded to ensure compliance with DSM's safety, health and environmental standards. The plant is not expected to resume production activities before Q3 2020.

Sales development





All comparisons on this page are versus the Underlying business in 2018.

Full year 2019 sales

Animal Nutrition reported 4% organic growth, against a strong 8% last year and despite the negative effect of the African swine fever (ASF). This demonstrates the resilience of the integrated and diversified business model and DSM's ability to address a wide range of species as well as a diversified geographical presence.

Sales were strong for all species and in all regions, except for sales to the swine business in China and South-East Asia which were impacted by the ASF. This region accounts for more than half of global pork production, with culling measures introduced in response to the ASF, affecting 35-50% of pork production in the area. The rapid spread of this disease has disrupted the global equilibrium of animal protein in the short term. As a result, in the second half of 2019, DSM was unable to fully offset the decline in pork production in the region with increases in production from other regions and species. Overall, volumes and prices were both up 2%. The price increase was due to positive sales mix effects, as well as price increases earlier in the year for some ingredients to compensate for higher costs.

Q4 2019 sales

Q4 saw continued good business conditions across almost all regions and species. Animal Nutrition delivered an organic growth of 2%, driven by volumes. As in Q3, the strong performance across the world, was partly offset by the negative effects of the ASF in China and South-East Asia.

Human Nutrition

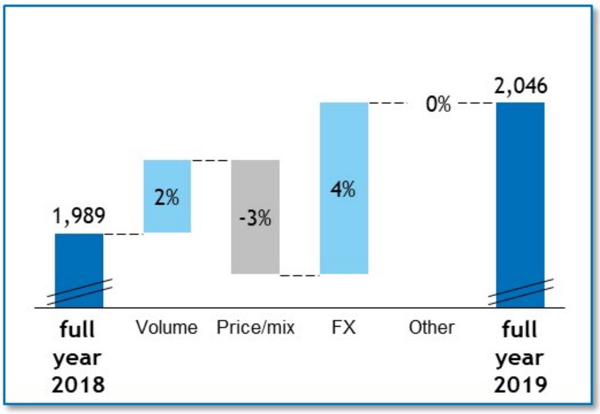
Human Nutrition focuses on moving closer to the customer by strengthening the value propositions of its products and services, creating end-to-end customer experiences, and enhanced innovation and application capabilities.

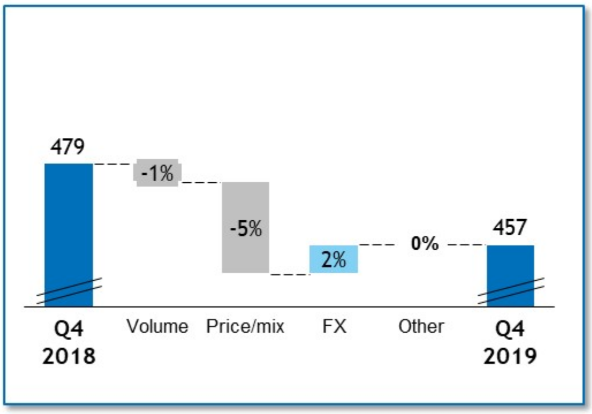
The dynamic challenges of the food & beverage industry are being addressed by providing global customers with new value propositions, as well as increasingly developing premix solutions to regional and local players. With a new premix facility under construction that will be dedicated to Early Life Nutrition, DSM keeps expanding its premix footprint.

Good progress on large innovation programs:

- In 2019 DSM created a leading position in the emerging **personalized nutrition** space. Next to its 50% stake in *Mixfit*, DSM invested in start-up activities in the space through the acquisition of *AVA*, taking a stake in *Tespo* and creating partnerships with *Panaceutics* and *Wellmetrix*.

Sales development





All comparisons on this page are versus the Underlying business in 2018.

Full year 2019 sales

Human Nutrition delivered 3% sales growth driven by foreign exchange effects, which were largely US dollar related. Organic growth was minus 1%, against a tough comparison of +7% organic growth in 2018, in increasingly challenging end-markets. Volumes were up 2% and prices were down 3%.

After a strong start to the year, softer macro-economic conditions increasingly weighed on the food & beverages segment, especially in North America. The softness is most pronounced at larger customers. Smaller customers have been less impacted.

Medical Nutrition and Dietary Supplements (driven by the double-digit growth in the i-Health segment, DSM's business-to-consumer business) performed well over the year. Early Life Nutrition showed a strong performance in the first three quarters of the year, with a softer fourth quarter.
Lower prices for vitamin C and negative mix effects resulted in 3% lower prices.

Q4 2019 sales

Human Nutrition reported minus 6% organic growth, with volumes down 1% and prices down 5%. Business conditions in Food & Beverage remained sluggish in the quarter especially in North America. Early Life Nutrition had a softer quarter, reflecting the weakness in demand at DSM's global customers who saw their sales to China slowing. Medical Nutrition and Dietary Supplements performed well and the i-Health business performed strongly. The minus 5% price effect resulted from lower prices for vitamin C and negative mix effects (especially due to lower sales in Early Life Nutrition).

Food Specialties

Full year 2019 sales were 17% higher versus the previous year, resulting from 4% organic growth, 12% from the consolidation of Andre Pectin following the increase in DSM's shareholding from 29% to 75% and 1% from exchange rate effects.

All major business lines performed well over the year, with especially good sales growth in cultures and food enzymes in dairy and baking. The re-integration of Andre Pectin went very smoothly, and the business performed well.

DSM acquired Royal CSK per 27 December 2019, a Dutch company primarily active in cheese cultures. This highly synergetic business will allow DSM to better serve its largest food and beverage segment of fast-growing and attractive dairy culture markets.

Good progress on large innovation program:

- **Avansya**, DSM's joint venture with Cargill for sweetener, started commercial production of its fermentative stevia at its plant in Blair, Nebraska (USA) in November. Avansya expects first customers products containing its sweetener solutions to arrive in designated test markets soon.

Personal Care & Aroma Ingredients

Full year 2019 sales were up 11%, with a very strong 9% organic growth and a 2% contribution from foreign exchange. All personal care product lines, including sun-, skin- and hair care delivered good above-market growth, with aroma ingredients also performing well in 2019. Successful commercialization of the innovation pipeline further contributed to a very good year for the business.

Materials

In 2019, Materials continued its ongoing transformation into a high-growth, higher-margin specialty business, focused on Improved Health & Living, Green Products & Applications and New Mobility & Connectivity. DSM Engineering Plastics expanded its production capacity for specialty plastics in India through the acquisition of the Engineering Plastics business of SRF, while Dyneema opened new production lines in the Netherlands and in the USA to support further growth.

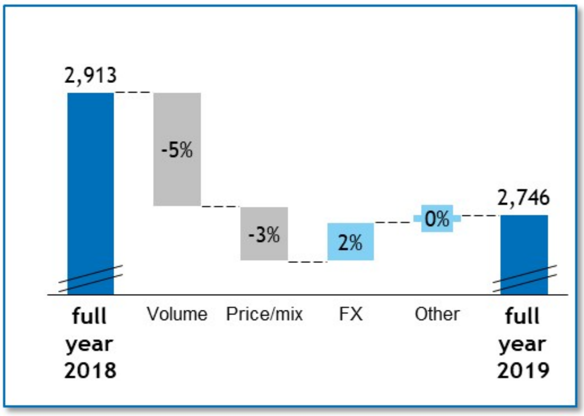
While building a strong platform for its long-term growth ambitions, in the short-term Materials was confronted with weak macro-economic conditions in China and in some of its end-markets. Due to the strong performance of the higher-margin businesses (especially Dyneema), good margin management, cost control and some benefit from exchange rates, Materials reported almost flat earnings in 2019 demonstrating the strong resilience of DSM's specialty portfolio in weak economic conditions.

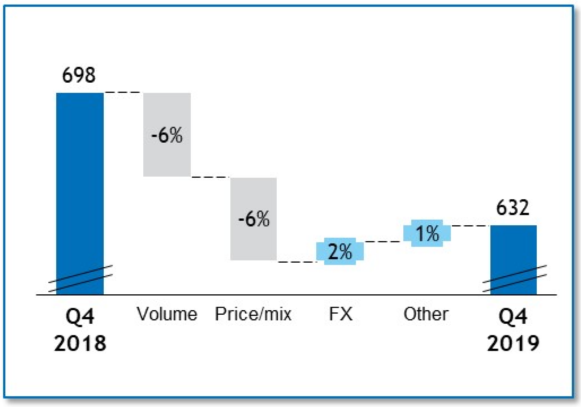
	Full year					
in € million	2019	2018	% Change	Q4 2019	Q4 2018	% Change
Sales	2,746	2,913	-6%	632	698	-9%
Adjusted EBITDA[1]	509	512	-1%	118	119	-1%
Adjusted EBITDA margin (%)[1]	18.5%	17.6%		18.7%	17.0%	
Adjusted EBIT	363	383	-5%	78	85	-8%
Capital Employed	1,927	1,878				
Average Capital Employed	1,951	1,856				
ROCE (%)	18.6%	20.6%				
Total Working Capital	356	376				
Average Total Working Capital as % of Sales	15.2%	13.3%				

[1] Including IFRS 16 impact of €2 million in Q4 2019 and €7 million for the full year 2019

Materials

Sales development





Full year 2019 sales

Materials reported minus 8% organic growth, with volumes recording minus 5% and prices minus 3%. The lower prices fully reflect lower input costs.

- DSM Engineering Plastics reported minus 10% organic growth. The business saw persistent softness in China and in the global automotive segment. Electrical & Electronics saw some signs of improvement in the second half. Business conditions in other end-segments were solid.

- DSM Resins & Functional Materials reported minus 6% organic growth. Business conditions in Coating Resins stabilized versus previous year: while the European end-markets remained weak, the business experienced a small uptick in the Chinese building & construction sector. Functional Materials saw its sales of specialty coatings for glass fiber optic cables decline in the second half of the year. The 4G network investments started to fade out in anticipation of the upcoming infrastructure investments for the 5G networks, which led to temporarily lower sales.

- DSM Dyneema reported minus 4% organic growth. The focus on strong growth in the high margin personal protection business resulted in lower volumes in other segments. The shift had a strong positive effect on the margins. New production capacity was started up by the end of the year, which will allow the business to continue its growth.

Q4 2019 sales

The reported organic growth was minus 12% with volumes and prices down 6%. Volumes were down due to a combination of more pronounced end-of-year de-stocking by customers and lower sales in Functional Materials. The price decline in Materials fully reflects lower input cost.

Full year 2019 Adjusted EBITDA was minus 1% compared to previous year (including 1% from IFRS 16). DSM's specialty portfolio demonstrated its relative earnings resilience in current market circumstances. Due to the strong performance of the higher margin businesses (especially Dyneema), good margin management, cost control and some benefit from currencies, Materials reported almost flat earnings in 2019. The Adjusted EBITDA margin was 18.5% (including 0.2% from IFRS 16) compared to 17.6% achieved in the previous year.

Q4 2019 Adjusted EBITDA was minus 1% compared to previous year (including 2% from IFRS 16). Q4 2019 Adjusted EBITDA margin was 18.7% (including 0.3% from IFRS 16) compared to 17.0% in Q4 2018.

Innovation Center

in € million	2019 (Full year)	2018 (Full year)	% Change (Full year)	Q4 2019	Q4 2018	% Change
Sales	194	172	13%	54	54	0%
Adjusted EBITDA[1]	22	8		6	7	
Adjusted EBIT	-19	-14		-8	2	
Capital Employed	616	597				

[1] Including IFRS 16 impact of €1 million in Q4 2019 and €2 million for the full year 2019

Full Year 2019 sales were up 13% with 9% organic growth and 4% contribution from exchange rates. Biomedical reported strong sales growth over the year. Bio-based Products & Services benefited from the license income for yeast technologies used for bio-based fuels. Solar was soft due to the challenging Chinese market.

Full Year 2019 Adjusted EBITDA benefited from a strong increase in license income at Bio-based Products & Services as well as a good performance of Biomedical and a positive contribution from exchange rate effects.

Corporate Activities

in € million	2019 (Full year)	2018 (Full year)	Q4 2019	Q4 2018
Sales	42	45	11	12
Adjusted EBITDA[1]	-97	-105	-22	-26
Adjusted EBIT	-150	-135	-33	-35

[1] Including IFRS 16 impact of €3 million in Q4 2019 and €13 million for the full year 2019

Full year 2019 Adjusted EBITDA slightly improved compared to previous year, predominantly driven by the adoption of IFRS 16 which was partly offset by somewhat higher cost.

Condensed Cash Flow Statement and (Operating) Working Capital

in € million	Full year 2019	2018	Q4 2019	Q4 2018
Cash provided by Operating Activities	1,385	1,391	444	458
- Cash from APM adjustments	57	94	20	28
- Cash from capital expenditures*	-627	-655	-207	-203
- Cash from drawing rights	-14	-20	-6	-2
Adjusted Net Operating Free Cash Flow	801	810	251	281
Adjusted Net Operating Free Cash Flow - Underlying buss.	801	545		
Operating Working Capital	2,266	2,138		
Average Operating Working Capital as % of Sales	26.3%	24.0%		
Operating Working Capital as % of Sales - end of period	26.3%	24.2%		
Total Working Capital	1,852	1,674		
Average Total Working Capital as % of Sales	21.2%	18.7%		
Total Working Capital as % of Sales - end of period	21.5%	19.0%		

*Full year 2018: excluding €18 million payment of lease liability

Adjusted Net Operating Free Cash Flow amounted to €801 million in 2019 up 47% (including 10% impact from IFRS 16) versus the underlying business in 2018, well above the target of 10% average annual increase. The step-up in cash flow is driven by limited cash-out related to working capital in 2019 of €13 million, compared to €238 million in 2018.

Operating Working Capital and Total Working Capital: The increase end of 2019 versus 2018 is fully driven by the consolidation of acquisitions and exchange rate effects. OWC as % of sales was further negatively impacted by lower annualized Q4 sales in 2019.

Overview of Alternative Performance Measures (APM) adjustments

The following overview provides a summary of the APM adjustments for the full year 2019 (for the reconciliation see page 20).

Nutrition: EBITDA adjustments amounted to €26 million of which €14 million related to restructuring costs and €12 million to acquisition related costs. EBIT adjustments amounted to €49 million, including a €23 million asset impairment.

Materials: EBITDA adjustments amounted to €16 million (EBIT €16 million) of which €15 million related to restructuring costs and €1 million to acquisition related costs.

Innovation Center: EBITDA adjustments amounted to €4 million (EBIT €4 million) fully related to restructuring costs.

Corporate Activities: EBITDA adjustments amounted to €52 million (EBIT €52 million) of which €35 million related to restructuring costs and €17 million related to a provision for soil cleaning.

The share of the profit of associates: The net result includes a positive book result of €26 million on its existing share of 29% following the acquisition of an additional 46% of the shares of Andre Pectin in Q1 2019.

Sustainability performance

Continued step-up in sustainability leadership

	GHG structural improvement (vs. 2016)	Energy efficiency improvement year-on-year	Purchased renewable electricity	Employee engagement favorable score	Safety Frequency Recordable Index	Female executives	Brighter Living Solutions
Realization 2019	~17%[1]	2.3%	50%	74%	0.28	20%	63%[2]
2021 / 2030 Ambitions	30% by 2030 (vs. 2016)	>1% average annually till 2030	75% by 2030	>75% by 2021	<0.25 by 2021	25% by 2021	>65%[3] by 2021

[1] We estimate that the effect of the underlying cumulative structural improvements in absolute GHG emissions was approximately 17% and 8% in 2019 and 2018 respectively, versus the 2016 baseline. The total cumulative absolute reduction was 25% and 18% respectively, versus the 2016 baseline.
[2] For a small percentage of sales (approximately 2%) classified as BLS, the environmental impact is considered 'best in class' together with other solutions.
[3] KPI will be updated as part of the Responsible Care Plan update in 2020.

Full year Planet highlights

DSM further *improved* the environmental impact of its own operations:

- DSM is well on track with respect to its greenhouse gas reduction, energy efficiency improvement and purchased renewable electricity targets.
    - The underlying cumulative structural improvement in absolute greenhouse gas reduction in 2019 compared to the 2016 baseline was ~17%.
    - Energy efficiency improved by 2.3% compared to 2018 versus an annual ambition of more than 1% average.
    - 50% of purchased electricity came from renewable resources compared with 41% in 2018.
- Across various production sites, DSM further improved the sustainability of its own operations. Amongst others, together with energy companies ENGIE and EWZ, DSM opened a new green energy plant at its Sisseln (Switzerland) facility, which will reduce CO_2 emissions by up to 50,000 tons/year.
- Consistent with its climate goals, DSM engaged with multiple key suppliers to proactively reduce and report GHG emissions reductions related to the products supplied to DSM under its CO2REDUCE program.
- DSM was the first company in its sector to set new science-based targets for greenhouse gas emissions reduction, reviewed and approved by the Science Based Targets initiative and aligned with the Paris climate agreement.
- DSM committed to a new long-term pathway to work towards net-zero GHG emissions across operations and value chain by 2050. With this, DSM is one of the first companies to do so and is challenging governments to similarly match their ambition and policies with the 1.5°C trajectory.

DSM *enabled* its customers to deliver more sustainable solutions to their (end) consumers:

- DSM made good progress on its large innovation projects such as Veramaris, Avansya, Project Clean Cow, Balancius® and Niaga®.
- All DSM's materials businesses initiated additional sustainability ambitions to reduce the environmental impact of their operations and to increase the sustainability value they deliver.
    - DSM Engineering Plastics announced it will offer a full alternative range of its existing portfolio that will contain at least 25% recycled and/or bio-based content by weight in the final product by 2030.

- DSM Dyneema committed to sourcing at least 60% of its raw materials from bio-based feedstocks by 2030 and created a circular-economy consortium with a remit to establish an end-of-life recycling program.
- DSM Resins & Functional Materials announced that it will have zero waste to landfill by 2022 and it has committed that by 2030, at least 30% of its raw materials will be bio-based and/or recycled-based.

DSM *advocated* for topics such as the role of business in society, putting a responsible price on carbon, and climate adaptation:

- In September DSM gathered leaders from the private and public sector as well as civil society in New York on the topic of the role of business in society, to identify initiatives that have the potential to be a game-changer toward more purposeful capitalism.
- DSM CEO Feike Sijbesma co-chaired the High-Level Commission on Carbon Pricing and Competitiveness convened by the Carbon Pricing Leadership Coalition (CPLC), which published a report in September that calls for long-term and ambitious carbon pricing policies, and provides the evidence that a well-designed carbon price policy will not negatively influence economic competitiveness.
- Mr. Sijbesma is also one of the commissioners of the Global Commission on Adaptation which published its flagship report in September, calling for urgent action on climate adaptation and finding that adaptation can deliver USD 7.1 trillion in benefits at USD 1.8 trillion costs.

Full year People highlights

- DSM substantially improved its Safety Frequency Recordable Index from 0.33 in 2018 to 0.28. Safety remains its highest priority and DSM strives to be incident and injury free
- DSM's employees continue to feel engaged and committed, as demonstrated by an Employee Engagement Index rating of 74%, a response rate of 92% and over 40,000 comments and ideas received.
- DSM continued its Inclusion & Diversity journey:
  - 20% of its executives are female.
  - As of 15 February 2020, the percentage of women in DSM's Executive Committee, Managing Board and Supervisory Board is 50%. With these percentages DSM is clearly achieving its aim of having at least 30% male and at least 30% female members in each of them.
- Mr. Feike Sijbesma was listed number 42 on the Harvard Business Review Top 100 best performing global CEOs.

Full year other highlights

- 63% of DSM sales came from Brighter Living Solutions. These are products and services that have a better environmental (ECO+) and/or social (People+) impact than mainstream solutions.
- DSM further improved its rankings in key ESG (Environmental, Social & Governance) indices, achieving leading positions in four important ESG indices for investors: DSM is #1 out of 120 in its industry in Sustainalytics, has an AAA rating in MSCI, has the Prime score in ISS-Oekom, and has a leading position in Vigeo.

Condensed consolidated statement of income for the full year

in € million	Full year 2019	2018
Sales	9,010	9,267
EBITDA	1,586	1,754
Operating profit (EBIT)	954	1,245
Financial income and expense	-92	-101
Profit before income tax expense	862	1,144
Income tax expense	-152	-194
Share of the profit of associates/ joint control entities	54	129
Net profit	764	1,079
Of which:		
Profit attributable to non-controlling interests	-6	-2
Net profit attributable to equity holders of DSM	758	1,077
Dividend on cumulative preference shares	-8	-8
Net profit available to holders of ordinary shares	750	1,069
Depreciation and amortization	632	509

Reconciliation to Alternative Performance Measures for the full year

in € million	Full year 2019	2018
EBITDA	1,586	1,754
Acquisitions/divestments	13	-11
Restructuring	68	68
Other	17	11
Sub-total APM adjustments to EBITDA	98	68
Adjusted EBITDA	1,684	1,822
Operating profit (EBIT)	954	1,245
APM adjustments to EBITDA	98	68
Impairments of PPE and Intangible assets	23	32
Sub-total APM adjustments to operating profit (EBIT)	121	100
Adjusted operating profit (EBIT)	1,075	1,345
Net profit	764	1,079
APM adjustments to operating profit (EBIT)	121	100
APM adjustments to financial income and expense		0
Income tax related to APM adjustments	-27	-23
APM adjustments to share of the profit of associates/joint control entities	-28	-122
Sub-total APM adjustments to net profit	66	-45
Adjusted net profit	830	1,034
Net profit available to holders of ordinary shares	750	1,069
APM adjustments to net profit	65	-45
Adjusted net profit available to holders of ordinary shares	815	1,024

Condensed consolidated statement of income for the fourth quarter

in € million	Q4 2019	Q4 2018
Sales	2,152	2,208
EBITDA	347	340
Operating profit (EBIT)	170	196
Financial income and expense	-11	-26
Profit before income tax expense	159	170
Income tax expense	-30	-23
Share of the profit of associates/ joint control entities	-5	111
Net profit	124	258
Of which:		
Profit attributable to non-controlling interests	-1	0
Net profit attributable to equity holders of DSM	123	258
Dividend on cumulative preference shares	-2	-2
Net profit available to holders of ordinary shares	121	256
Depreciation and amortization	177	144

Reconciliation to Alternative Performance Measures for the fourth quarter

in € million	Q4 2019	Q4 2018
EBITDA	347	340
Acquisitions/divestments	5	1
Restructuring	27	17
Other	17	12
Sub-total APM adjustments to EBITDA	49	30
Adjusted EBITDA	396	370
Operating profit (EBIT)	170	196
APM adjustments to EBITDA	49	30
Impairments of PPE and Intangible assets	12	19
Sub-total APM adjustments to operating profit (EBIT)	61	49
Adjusted operating profit (EBIT)	231	245
Net profit	124	258
APM adjustments to operating profit (EBIT)	61	49
APM adjustments to financial income and expense	0	0
Income tax related to APM adjustments	-12	-9
APM adjustments to share of the profit of associates/joint control entities	-2	-116
Sub-total APM adjustments to net profit	47	-76
Adjusted net profit	171	182
Net profit available to holders of ordinary shares	121	256
APM adjustments to net profit	46	-76
Adjusted net profit available to holders of ordinary shares	167	180

Condensed Consolidated Balance Sheet

in € million	year-end 2019	year-end 2018
Intangible Assets	3,515	3,090
Property, Plant & Equipment	4,040	3,511
Deferred Tax Assets	217	248
Share in Associates & Joint Ventures	155	205
Financial derivatives	27	14
Other Financial Assets	265	263
Non-Current Assets	8,219	7,331
Inventories	2,019	1,993
Trade Receivables	1,592	1,575
Income tax receivables	61	83
Other Current Receivables	45	80
Financial Derivatives	19	21
Current Investments	688	1,277
Cash & Cash Equivalents	800	1,281
Current Assets	5,224	6,310
Total Assets	13,443	13,641

Shareholders' Equity	7,731	7,782
Non-controlling interest	104	33
Equity	7,835	7,815
Deferred Tax Liabilities	296	254
Employee Benefits Liabilities	413	413
Provisions	120	116
Borrowings	2,464	2,272
Financial derivatives	7	3
Other Non-current Liabilities	145	197
Non-current liabilities	3,445	3,255
Employee Benefits	43	46
Provisions	48	37
Borrowings	189	380
Financial Derivatives	18	51
Trade Payables	1,345	1,430
Income tax payable	42	100
Other Current Liabilities	478	527
Current Liabilities	2,163	2,571
Total Equity and Liabilities	13,443	13,641

Net debt*	1,144	113
Equity/Total Assets	58%	57%

* Net debt end of December 2019 includes €217 million following the adoption of IFRS 16 on 'Leases'

Condensed Consolidated Cash Flow Statement

in € million	Full year 2019	2018
Cash, Cash Equivalents and Current Investments (at beginning of period)	2,558	1,853
Current Investments (at beginning of period)	1,277	954
Cash & Cash Equivalents (at beginning of period)	1,281	899
Operating Activities		
EBITDA	1,586	1,754
Change in Working Capital	-13	-238
Income Tax	-140	-107
Other	-48	-18
Cash provided by Operating Activities (Operating cash flow)	1,385	1,391
Investing Activities		
Capital Expenditures	-627	-673
Payments regarding drawing rights	-14	-20
Acquisitions	-556	-22
Disposal of Subsidiaries, Businesses & Associates	37	316
Disposal of Other Non-current Assets	7	19
Change in Fixed-term Deposits	588	-322
Interest Received	10	20
Dividend and capital (re)payments	22	-75
Other	8	152
Cash used in Investing Activities	-525	-605
Dividend	-291	-225
Interest Paid	-62	-58
Repurchase of shares	-869	-236
Proceeds from re-issued treasury shares	180	97
Proceeds from / repayments of corporate bonds	-300	0
Payment of lease liabilities	-53	-1
Other Cash from/ used in Financing Activities	63	22
Cash from / used in Financing Activities	-1,332	-401
Exchange Differences	-9	-3
Cash and Cash Equivalents (end of period)	800	1,281
Current Investment (end of period)	688	1,277
Cash and Cash Equivalents & Current Investments (end of period)	1,488	2,558

Geographical Information

Full year 2019	The Netherlands	Rest of Western Europe	Eastern Europe	North America	Latin America	China	India	Japan	Rest of Asia	Rest of the World	Total
Net Sales by Origin											
in € million	2,173	2,667	197	1,568	722	976	97	136	370	104	**9,010**
in %	24	30	2	17	8	11	1	2	4	1	**100**
Net Sales by Destination											
in € million	351	2,088	591	2,046	1,116	1,098	236	301	898	285	**9,010**
in %	4	23	7	23	12	12	3	3	10	3	**100**
Total Assets (total DSM) in € million	4,111	3,109	156	2,874	944	1,406	165	148	419	111	**13,443**
Workforce (headcount, end of period)	3,960	5,133	575	3,346	2,134	4,960	681	205	888	292	**22,174**

Full year 2018	The Netherlands	Rest of Western Europe	Eastern Europe	North America	Latin America	China	India	Japan	Rest of Asia	Rest of the World	Total
Net Sales by Origin											
in € million	2,299	3,301	195	1,403	574	938	95	113	264	85	**9,267**
in %	25	36	2	15	6	10	1	1	3	1	**100**
Net Sales by Destination											
in € million	405	2,229	597	2,070	1,081	1,131	233	322	906	293	**9,267**
in %	4	24	7	22	12	12	3	3	10	3	**100**
year-end 2018: Total Assets in € million	5,094	2,732	143	2,778	939	1,064	132	170	482	107	**13,641**
Workforce (headcount)	3,827	5,069	523	3,281	2,214	4,104	556	204	904	295	**20,977**

Notes to the condensed financial statements

Accounting policies and presentation

The consolidated financial statements of DSM for the year ended 31 December 2018 are prepared in accordance with International Financial Reporting Standards (IFRS) as adopted by the European Union. These accounting policies are applied in these financial statements and need to be read in conjunction with the Integrated Annual Report 2018 (IAR 2018) and the report by the Managing Board earlier in this press release. As reported in the Integrated Annual Report 2018, DSM has adopted IFRS 16 on ‘Leases’ as of January 2019 using the modified retrospective approach. This resulted in the following impact on DSM’s condensed consolidated balance sheet:

in € million	1 January 2019	Change	31 Dec. 2019
Lease liability	215	2	217
Right of Use ('RoU') assets	215	-2	213

In addition to the balance sheet impact, the nature of expenses related to leases changed as IFRS 16 replaces the operating lease expense with a straight-line depreciation charge for RoU assets, and interest expenses on lease liabilities. The table below summarizes the impact of IFRS 16 on the consolidated income statement for the year 2019:

in € million	Reported	IFRS 16 impact	Excluding IFRS 16 impact
Adjusted EBITDA	1,684	52	1,632
- Nutrition	1,250	30	1,220
- Materials	509	7	502
- Innovation	22	2	20
- Corporate Activities	-97	13	-110
Depreciation	609	49	560
Adjusted EBIT	1,075	3	1,072
Financial income and expense	-92	-6	-86
Net profit	764	-3	767
EPS	4.27	-0.02	4.29
Capital employed	9,311	213	9,098
Average capital employed	8,936	209	8,727
ROCE	12.0%	-0.3%	12.3%
Net debt	1,144	217	927
Cash flow			
- Operating cash flow	1,385	52	1,333
- Payment of lease liabilities in Financing Activities	-53	-52	-1

Under IAS 17 operating lease cash flows were presented as operating cash flows, while under IFRS 16, these are now reported as financing cash flows.

Audit

The financial statements and other reported data in this press release have not been audited.

Heerlen, 13 February 2020
The Managing Board

Feike Sijbesma, CEO/Chairman
Geraldine Matchett, CFO
Dimitri de Vreeze

Financial calendar

7 May 2020	Publication of the results of the first three months of 2020
8 May 2020	Annual General Meeting of Shareholders
4 August 2020	Publication of the half year results of 2020
3 November 2020	Publication of the results of the first nine months of 2020
3-4 November 2020	Capital Markets Day

Contact Information

Investor Relations	Dave Huizing t. +31 (0) 45 578 2864 e. investor.relations@dsm.com
Media Relations	Lieke de Jong t. +31 (0) 45 578 2420 e. media.contacts@dsm.com

Additional Information

Today DSM will hold a conference call for **media** at 08:00 CET and a conference call for **investors and analysts** at 09:00 CET. Details on how to access these calls can be found on the DSM website, www.dsm.com.

DSM – Bright Science. Brighter Living.™

Royal DSM is a global, purpose-led, science-based company active in Nutrition, Health and Sustainable Living. DSM's purpose is to create brighter lives for all. DSM addresses with its products and solutions some of the world's biggest challenges while simultaneously creating economic, environmental and societal value for all its stakeholders – customers, employees, shareholders, and society at large. DSM delivers innovative solutions for human nutrition, animal nutrition, personal care and aroma, medical devices, green products and applications, and new mobility and connectivity. DSM and its associated companies deliver annual net sales of about €10 billion with approximately 23,000 employees. The company was founded in 1902 and is listed on Euronext Amsterdam. More information can be found at www.dsm.com.

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Forward Looking Statements