

Royal DSM

A global purpose-led
science-based leader in
Health, Nutrition & Bioscience



DSM

BRIGHT SCIENCE. BRIGHTER LIVING.

More than a century of successful transformation

Coal mining



(Petro)chemicals



Nutrition, Health & Sustainable Living



Health, Nutrition, & Bioscience



2022

1902



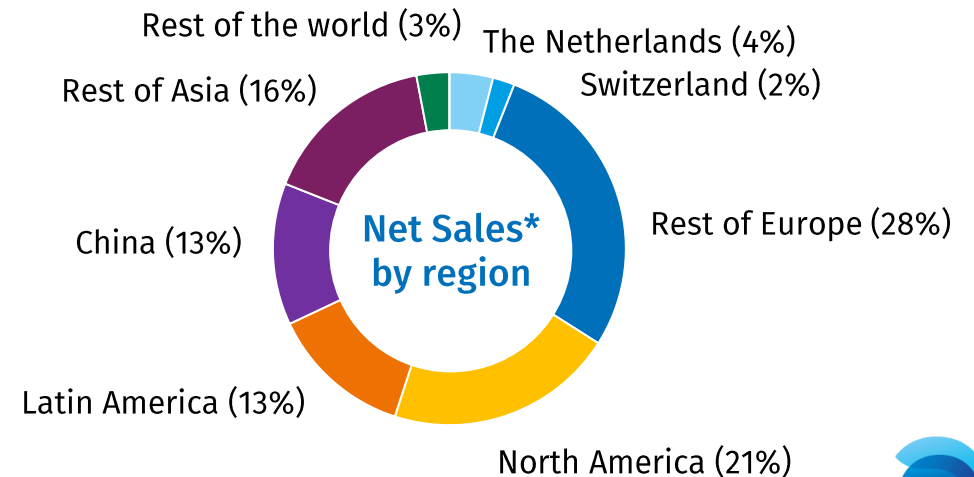
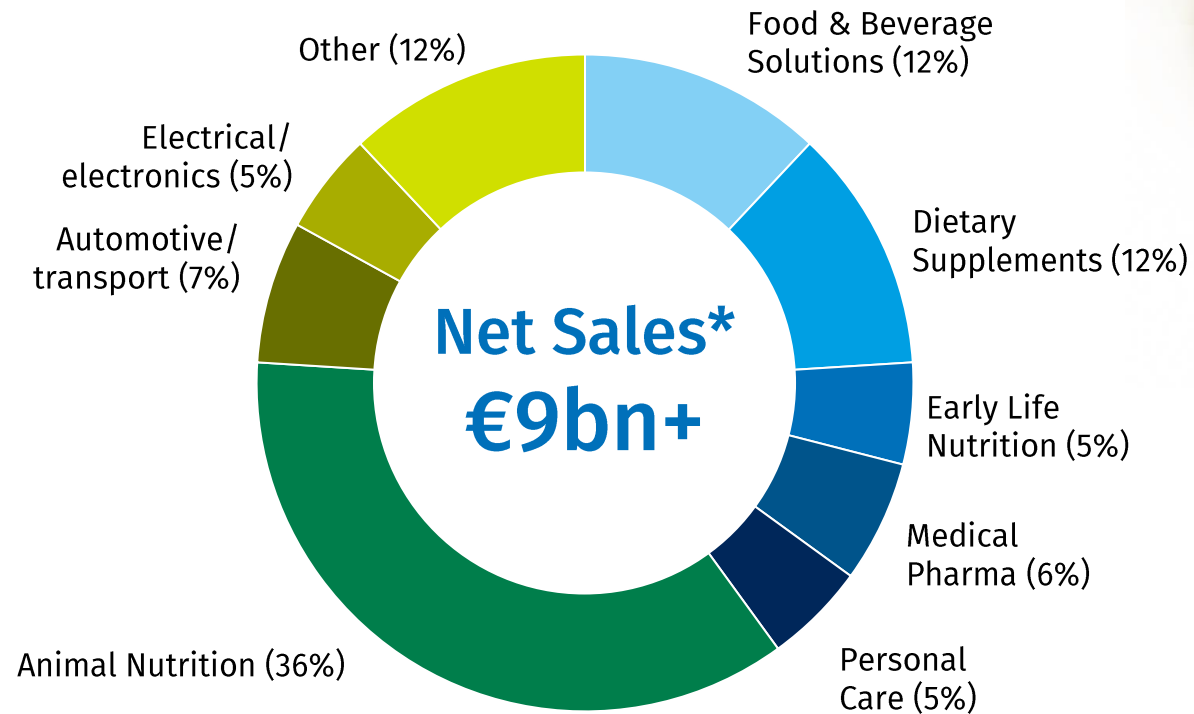
DSM



Unlimited. **DSM**



Today's global leader in Health, Nutrition & Bioscience



Our purpose is to create brighter lives for all

DSM solutions already reach 2.5 billion+ people worldwide



Accelerating our purpose-led, performance-driven journey



Global food systems face multiple urgent environmental and societal **challenges**



DSM has the **capability** and the **responsibility** to make a meaningful impact



DSM is fully focusing its resources on **Health, Nutrition & Bioscience**



Addressing these challenges offers **exciting new market opportunities** for DSM



With a growing global population and the consequences of climate change, the world is facing multiple interconnected systemic challenges around food that impact the health and wellbeing of people, animals, and the planet.

Multiple interconnected challenges to global food systems



(Hidden) Hunger and malnutrition



Diet-related illnesses, non-communicable disease, obesity

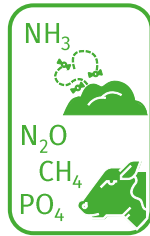


Vitamin and mineral deficiencies

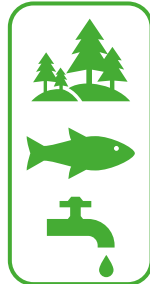


Immunity incl. anti-microbial resistance

Health for People



Emissions, incl. green house gasses (e.g. methane), nitrogen, ammonia and phosphorus



Loss of **biodiversity**, **deforestation**, **land** and **ocean ecosystem** loss



Food loss & waste

Health for Planet



Inequality



Farmers unable to generate a **fair and stable income** in the value chain



Lacking **basic needs** such as food, healthcare and education



Healthy Livelihoods



Increased general awareness of the critical role of nutrition, supported by rapid developments in science & technology

Trends and challenges



Consumer



Society



Environment

Market opportunity for solutions that offer **health through nutrition**

Bioscience & technology advances



Biotechnology breakthroughs



Data & Digital



Precision & Personalization

Science & technology enabling **unprecedented precision**



DSM has the capability and therefore the responsibility to make a meaningful impact on the global food systems.

This way we are staying true to our purpose of creating brighter lives for all.

A unique business model and rich innovation pipeline

Extending our value proposition

Precision & Personalization

Digitization & Bioscience as a know-how multiplier



Global Products

Science, Scale, Quality

Local Solutions

Global network offering local (customized) solutions

Growth themes inform our innovation focus



Precision

Digitally-enabled business models



Prevention

Healthy solutions provided by nature



Proteins

Driving adoption of sustainable proteins to feed the population



Pathways

Sustainable ingredient manufacturing

150 years of scientific heritage with worldwide facilities

1869

Gist- en Spiritusfabriek

First yeast and enzyme production at scale

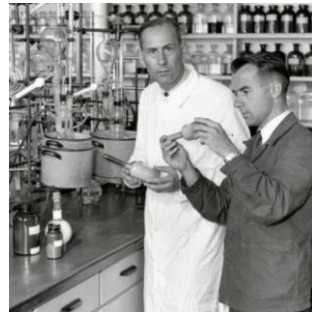


(DSM acquired Gist-Brocades in 1998)

1930s

F. Hoffmann-La Roche

First chemical synthesis of vitamins



(DSM acquired Roche Vitamins & Fine Chemicals in 2003)

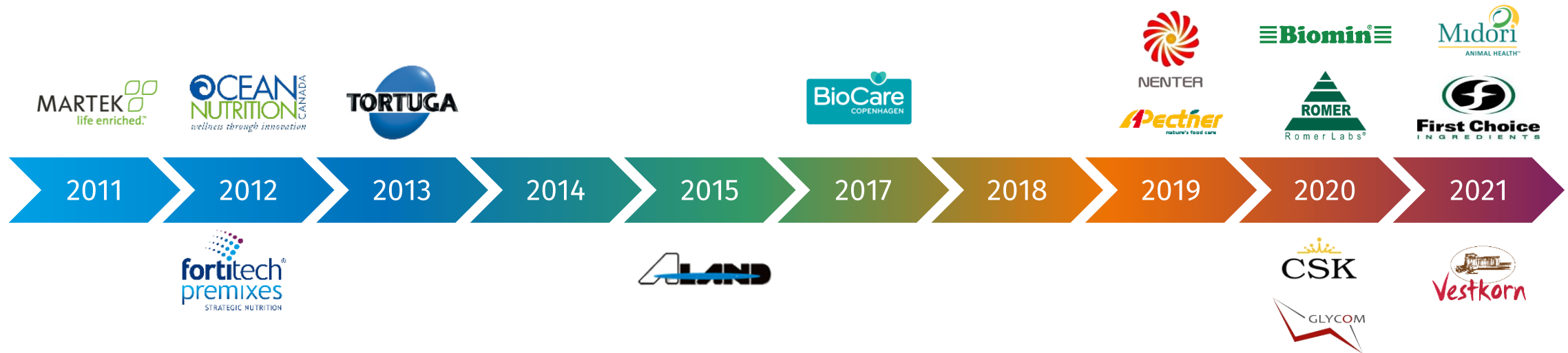
Today

~1,500 scientists in **35** research laboratories worldwide



Some of our bioscience research centers around the world

Scientific leadership enhanced through high quality M&A



Strengthened bioscience capabilities and expanded global **geographic reach**

Adding new product categories and **creating the most comprehensive portfolio** of nutritional solutions

Building a unique business model with solutions/premix and extending this into precision and personalization

Guiding our purpose-led, performance-driven culture

Our culture compass is a navigational tool that helps us steer DSM to where we aspire to be. It shows us **the future we're aiming for**, while allowing each of us to **find our own ways of being DSM**.

The compass also reflects our strategy to be **purpose-led** and **performance-driven**. Our purpose of creating brighter lives for all sits at the heart of the compass – it inspires everything we do. And we deliver performance by being more of who we are, and by taking decisions every day that show what we stand for.

The six outer sections of the compass – our ways of being DSM – help us define **the culture we want to build** and **guide our day-to-day interactions and decisions**.





DSM is able to meaningful contribute to the critical transformation of global food systems by exclusively focusing on Health, Nutrition & Bioscience.

Three Business Groups with clear end-market orientation



Animal Nutrition & Health

Radically more sustainable animal farming

€3.4bn*



Health, Nutrition & Care

Keeping the world's growing population healthy

€2.5bn*



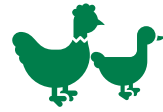
Food & Beverage

Healthy diets for all through nutritious, delicious and sustainable solutions

€1.3bn*

Animal Nutrition & Health (ANH)

Sales
€3.4bn*



Poultry
46%



Swine
22%

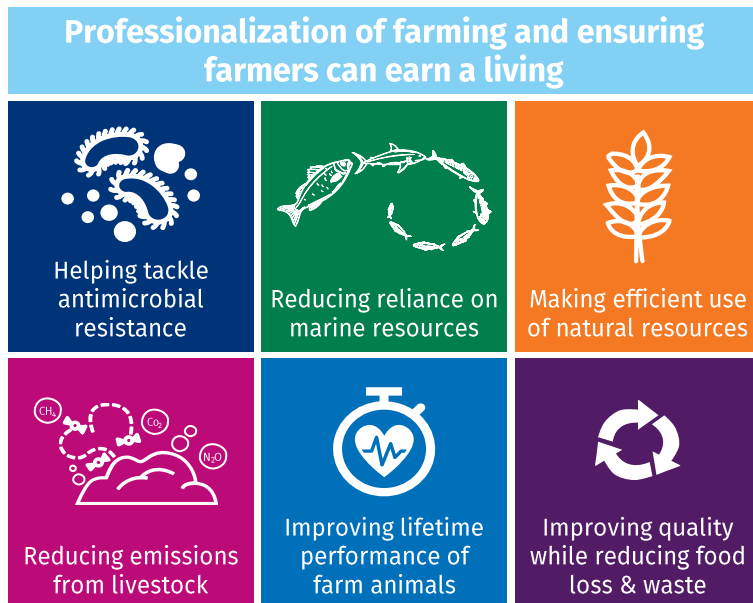


Ruminants
23%



Aqua
9%

Key trends ...



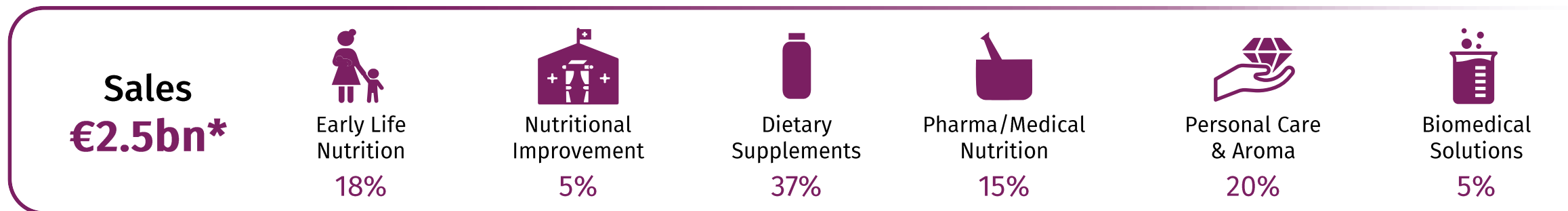
... for which DSM is uniquely positioned

- 'We Make It Possible' with our current comprehensive portfolio of market-leading probiotics, prebiotics, enzymes and eubiotics for animal gut health
- World-leading science-based innovation program has developed global game-changers such as methane-inhibiting feed additive Bovaer® and algae-based fish oil alternative Veramaris®
- Unique global premix network with strong representation in every region of the world
- Leading advances in precision farming analytical/diagnostic services such as Sustell™, Verax and Erber Diagnostics (Romer Labs®)

Recent acquisitions



Health, Nutrition & Care (HNC)



Key trends ...



... for which DSM is uniquely positioned

- Science leader in specialty nutritional and personal care ingredients focusing on immunity, gut, brain and skin health including fermentation/advanced biotechnology solutions
- Broadest portfolio of vitamins, lipids, pre- and probiotics, personal care & aroma ingredients, plus natural materials for medical devices
- Truly global business with a premix network and market-ready solutions capability across all activities
- Strong B2C business (i-Health) with globally leading brands such as Culturelle®, AZO® and Estroven®
- Leading advances in personalized nutrition analytical/diagnostic services such as Hologram Sciences

Recent acquisitions



Food & Beverage (F&B)



Key trends ...



... for which DSM is uniquely positioned

- Market leader in food premixes with strong biotechnology competences, especially in food enzymes and cultures
- Partnering with customers to develop healthier products with the right taste and texture through integrated solutions
- Based on a broad ingredient portfolio for taste, texture and health, including innovations such as EverSweet™ sweetener and CanolaPro® plant-based protein isolate
- Fueled by strong expertise in nutrition, food and beverage application, biotechnology and sustainability

Recent acquisitions





By exclusively focusing on Health, Nutrition & Bioscience, DSM is well positioned to capture exciting growth opportunities that benefit people, animals and the planet as well as our business.

Tastier and more nutritious plant-based choices

- There's growing consumer demand for plant-based alternatives alongside traditional meat and dairy, while the importance of a quality nutrition is also gaining increasingly widespread recognition
- Our customers seek to navigate the challenges of delivering food and beverage products that are simultaneously delicious, nutritious and sustainable so consumers can 'enjoy it all'
- DSM is uniquely placed to support the development of plant-based meat and dairy alternatives with solutions that deliver authentic taste, texture and mouthfeel along with a preferred nutritional profile, which enables producers to better manage salt, sugar and gluten



Accelerating nutritional support for immunity


- The global public health crisis triggered by COVID-19 has highlighted the need for easily accessible dietary solutions that support proactive immune health
- Our customers need to go to market faster than ever before, delivering formats that can easily be integrated into consumers' dietary routines
- With our end-to-end capabilities, such as customized premix solutions, regulatory support and market-ready solutions, we are meeting this unprecedented need



Making animal farming more sustainable

- Animal farming is a crucial source of nutrition for much of the world but accounts for 14.5% of all human-derived greenhouse gas emissions and this figure is set to rise
- Our customers need transformational ways to produce nutrition and health for all within planetary boundaries
- A key area where we contribute is through scientific breakthroughs that reduce livestock emissions, with solutions including:
 - Bovaer®: reducing methane emission in ruminants by inhibiting specific gut enzymes
 - ProAct: reducing nitrogen emissions in poultry by improving protein digestibility
 - VevoVital®: safe alternative to antibiotics while reducing ammonia emissions in swine
 - Sustell™: Advanced digital service enabling farmers to measure their environmental footprint and identify opportunities for improvement



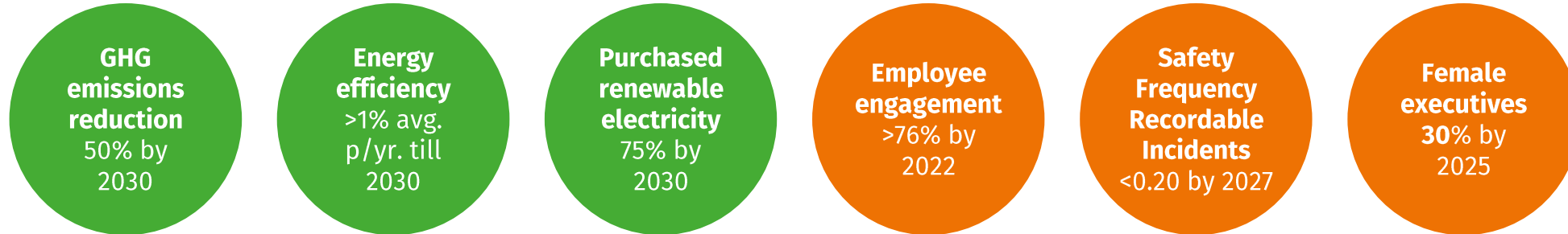
A close-up, over-the-shoulder view of a woman with long, wavy blonde hair and sunglasses, looking out at a beach at sunset. She is making a heart shape with her hands, framing the sun. The sky is a mix of orange and blue, with white clouds. The ocean waves are visible in the distance.

We underpin our purpose by taking responsibility for our own footprint and people, and taking care of the world through courageous commitments.

By doing so, we are building a sustainable growth company.

Taking full responsibility for our own footprint and people

ESG targets (set in 2019) accelerated in 2021 and again in 2022

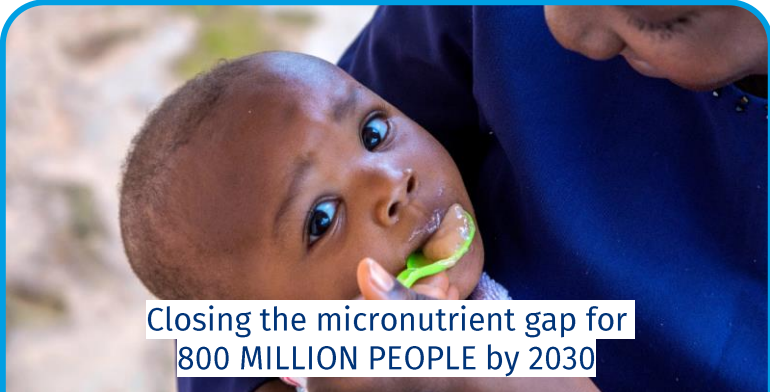


- Validated science-based target on Green House Gases emissions reduction (scope 1&2) changed to 50% vs. 2016 baseline (was 30%)
- Targeting NetZero GHG emissions across our operations and value chains by 2050
- Raised internal carbon price from €50 to €100 per mt of CO2 to further guide investments and operational decisions
- Water reduction target set with 10% efficiency improvement on water-intake at sites in areas of water stress by 2030

DSM top ranked in leading ESG-ratings



Caring for the world through our food system commitments



Closing the micronutrient gap for 800 MILLION PEOPLE by 2030



Supporting the immunity of 500 MILLION PEOPLE by 2030

Health for People



DOUBLE DIGITS on-farm livestock emissions reduction by 2030



Reaching 150 MILLION PEOPLE with solutions for plant-based foods by 2030

Health for Planet



Supporting the livelihoods of 500,000 SMALLHOLDER FARMERS by 2030

Healthy Livelihoods



Building a company that delivers long-term profitable growth

Global food systems face huge **environmental** and **societal challenges** and offer **opportunities**



Consumer



Society



Environment



Biotechnology breakthroughs



Data & Digital



Precision & Personalization

DSM is uniquely positioned and has the **capabilities** to address these opportunities

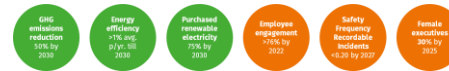
Rich innovation pipeline



Great People, unique Culture

This creates **purpose-led** positive impact for **people** and **planet**

Responsibility for our own footprint and people



Caring for the world with measurable food systems commitments



Building a company that delivers long-term, **performance-driven** profitable growth

Ambitious mid-term profit targets

Mid-single-digit % organic sales growth

Adj. EBITDA margins >20%

High-single-digit % annual adj. EBITDA growth

BRIGHT SCIENCE. BRIGHTER LIVING.™



Safe harbor

This presentation may contain forward-looking statements with respect to DSM's future 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

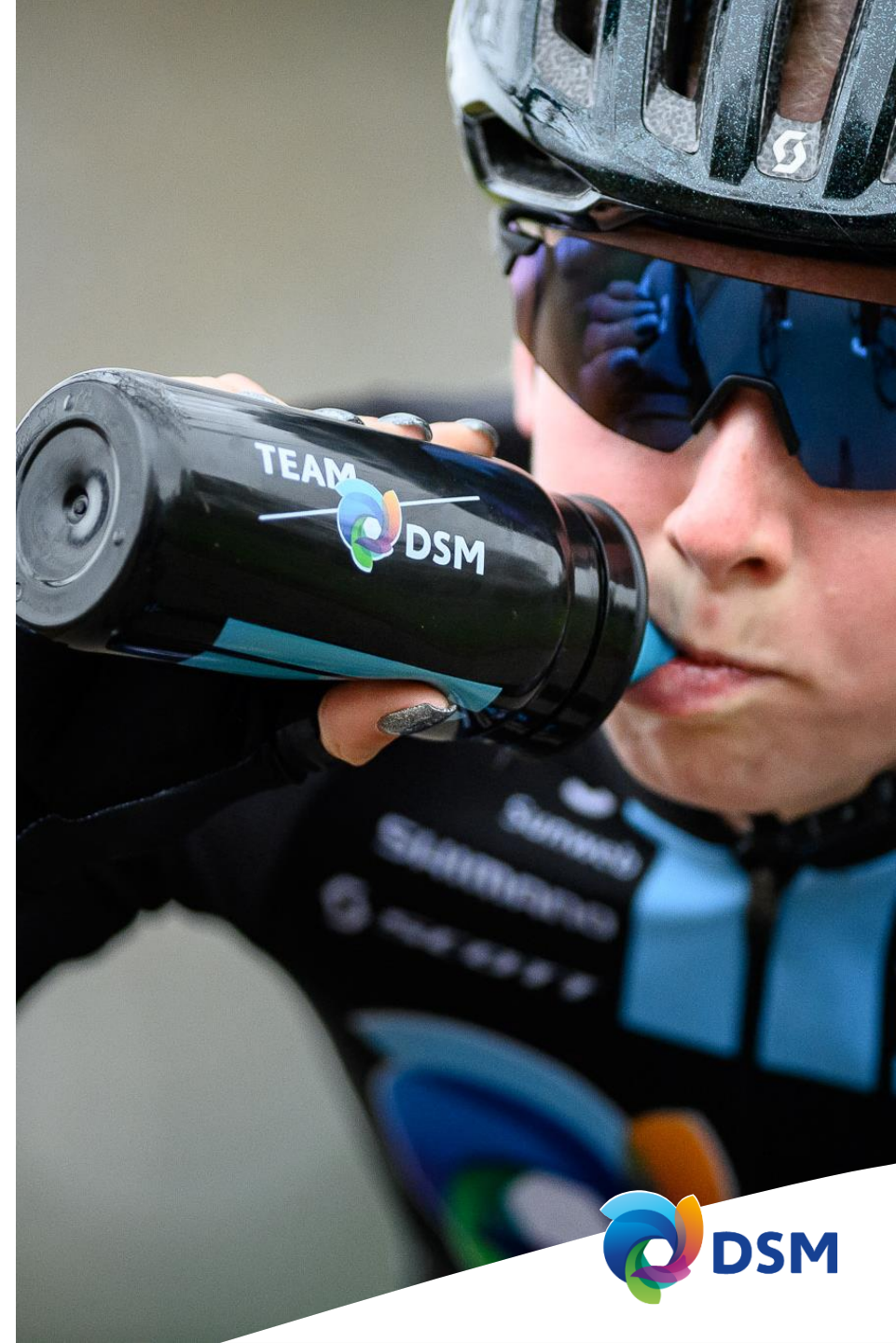
A more comprehensive discussion of the risk factors affecting DSM's business can be found in the company's latest Annual Report, which can be found on the company's corporate website, www.dsm.com

Purpose-driven partnership with Team DSM



Purpose-led innovations drive team performance

- Bringing together our complementary competences in Nutrition and Materials, we enable pro-athletes competing in the pinnacle of world cycling to be the best that they can be, inside and out
- Our solutions for Team DSM include:
 - Nutritional supplements supporting health and immunity such as our plant-based Life's™OMEGA, 85% more potent than fish oil
 - Sun protection so riders can train and compete outside safely
 - Protective Dyneema® in cycling jerseys
 - Lightweight, breathable rain jackets with environmentally-friendly Arnitel®



Zero-calorie fermentative Stevia sweetener launched

- As consumers around the world strive for healthier lifestyles, food & beverage manufacturers are looking to deliver zero-calorie sweeteners
- We joined forces with Cargill in the 50:50 joint partnership Avansya to meet this demand
- Meanwhile consumer end-products including EverSweet™ have been launched successfully by our customers, with many more product development projects underway



Fighting climate change one burp at a time

- Methane is a greenhouse gas which significantly contributes to climate change. Ruminants (mainly cows) emit about 20% of all methane gasses globally
- A quarter of a teaspoon of our feed additive per cow per day inhibits the enzyme that triggers methane production in a cow's stomach and reduces methane emissions by ~30%
- This significantly reduces the environmental footprint of dairy and beef products, a key source of protein around the world



Omega-3 rich in EPA and DHA from natural marine algae

- Fish is an important source of nutrition– especially salmon – is a rich source of the two essential omega-3 fatty acids (EPA and DHA) vital for brain, eye and heart health
- DSM and Evonik have joined forces to create Veramaris® an algal oil containing EPA and DHA for fish feed, helping to conserve wild fish stocks and enable the aquaculture industry to grow sustainably
- We are also incorporating it into feed for shrimp, as well as into pet food



Delivering sustainable mobility

- Original Equipment Manufacturers are continuously looking for smart engine solutions to meet ever stricter automotive emissions standards
- Our range of advanced engineering recycled- based and bio-based materials with high heat and abrasion resistance and low friction helps our customers to reduce emissions from cars, combatting climate change while simultaneously complying with emission legislation



Bio-based Dyneema® supporting a low-carbon economy

- Every year, humans are now consuming 1.7x the amount of resources that the earth can replenish and feedstocks have a major impact on carbon footprint
- To enable a low-carbon economy necessary for combating climate change we introduced bio-based Dyneema® (used for ropes and lines, outdoor and sports)
- Production of 1 metric ton of bio-based Dyneema® generates 5 metric tons less CO₂eq than the same volume of fossil-based Dyneema®
- We aim for >60% of Dyneema® fiber feedstock to be bio-based by 2030

