DSM Investor Event 2020

DSM in Food & Beverage

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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
Food & beverage market with rapid demand evolution
We supply a broad range of ingredients ...

- **Enzymes**
  - Lactase
  - Baking enzymes
  - Enzymes for brewing, juices

- **Cultures**
  - Cultures & coagulants

- **F&CP**
  - Bio-preservation, AR tests
  - Bio-preservation

- **Savory**
  - Yeast extracts & process flavors
... as part of our integrated offering for all segments

- **Dairy**
  - Lactase
  - Cultures & coagulants
  - Bio-preservation, AR tests

- **Baking**
  - Baking enzymes
  - Bio-preservation

- **Beverage**
  - Enzymes for brewing, juices
  - Bio-preservation

- **Savory**
  - Yeast extracts & process flavors
... as part of our integrated offering for all segments

Segments

- Dairy
  - Lactase
  - Cultures & coagulants
  - Bio-preservation, AR tests

- Baking
  - Baking enzymes
  - Bio-preservation

- Beverage
  - Enzymes for brewing, juices
  - Bio-preservation

- Savory
  - Yeast extracts & process flavors

Extended solutions

- Hydrocolloids
- Vitamins, minerals, lipids
- EVERSWEET™
- Vitamins, lipids
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- Vitamins, minerals, lipids
- CanolaPRO™
- Vitamins, minerals, lipids
... as part of our integrated offering for all segments

**Segments**
- Dairy
  - Lactase
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  - Baking enzymes
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- Beverage
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**Extended solutions**
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**Segments**
- Dairy
- Baking
- Beverage
- Savory

**Extended solutions**
- Hydrocolloids
- Vitamins, minerals, lipids
- EVERSWEET™

**Unique and broad range of global products**
- Lactose
- Cultures & coagulants
- Bio-preservation, AR tests

**Deep expertise in application in core end-market segments**
- Baking enzymes
- Bio-preservation
- Enzymes for brewing, juices
- Bio-preservation

**Integrated local solutions combining taste, texture, health, and sustainability**
- Yeast extract, process flavors
- Vitamins, minerals, lipids
- CanolinaPRO™
We are uniquely positioned to create the most value for our customers.

- **Enzymes, vitamins, minerals, lipids**
- **Taste: yeast extracts & process flavors**
- **Texture: hydrocolloids & CanolaPRO™**
- **Health: vitamins, minerals, lipids, protein**

Learn more in the virtual venue!
Drivers for sustained future growth

• Deepening our integrated application know-how

• Broadening our global products portfolio

• Both powered by innovation & through M&A
Growing in ingredients and applications – powered by innovation

- Precision
- Prevention
- Proteins
- Pathways

- Next gen enzymes
- Expanded cultures range

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CanolaPRO™: sustainable plant-based protein source

Building block in our solutions offering for meat and dairy alternatives

**CanolaPRO™: Strong product**
- Improves taste, texture and nutritional value
- Ideal for food manufacturers craving flexibility & versatility

**DSM-Avril JV “Olatein”**
- Avril is a strong partner, backwardly-integrated in Canola
- Factory is under construction, commercial launch in 2022

**Route to market**
- Driven by fast adoption of meat and dairy alternatives
- Key building block for future growth in alternative proteins
Avansya - Hitting double digit sales already in 2020

Learn more in the virtual venue!
CSK acquisition has strengthened our position in biggest segment

- Increased geographic coverage
- Expanded our product portfolio
- Deepened dairy application capabilities
- Business case ahead on top-line and synergies
We continue our customer-focused innovation driven growth path

- Sustainable **integrated solutions** in taste, texture & health
- Growing through innovation in **products, applications** and **M&A**
- Delivering continued **above market sales growth**
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