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• DSM at a glance

• Our purpose, strategy and culture

• Case study examples in our focus domains:
  – Nutrition & Health
  – Climate & Energy
  – Resources & Circularity
Did you know?

Over €1 billion of our sales in 2020 came from immunity-optimizing ingredients
Did you know?

A quarter of a teaspoon per cow of our feed additive per day reduces methane emissions, a greenhouse gas which contributes to climate change, by ~30%
Did you know?

100% renewable electricity is used in the manufacture of our materials for Apple’s products as of 2020
DSM at a glance

Purpose-led science to address the world’s challenges in nutrition, health and sustainable living
DSM at a glance

2020 numbers

• Global company with ~80% of sales in Nutrition and 43% of sales to high-growth economies

• Intrinsically innovative with 20% of sales from products launched in the last 5 years

• Highly engaged workforce across the world of ~23,000 employees**

• Purpose-led strategy aligned with the UN Sustainable Development Goals

• ESG (Environmental, Social and Governance) leader in MSCI and Sustainalytics

*Based on continuing operations
** Incl. JVs and Associates
Successful transformation future-proofing DSM

Coal mining  (Petro)chemicals  Nutrition, Health & Sustainable Living

1902  2020
DSM global workforce

~55% Employees outside Europe (2020)
~23,000 Employees incl. JVs/associates
>65% sales outside Europe (2020)

*Net sales by destination (in %)*

- The Netherlands: 5%
- Rest of Europe: 26%
- Rest of Asia: 16%
- China: 12%
- Latin America: 13%
- North America: 22%
- Switzerland: 3%
- Rest of the world: 3%
Products & solutions for a wide range of end-markets

Net sales by end-use markets in 2020 (in %)*

- Animal Nutrition (37%)
- Food & beverages (12%)
- Dietary supplements (12%)
- Early Life Nutrition (6%)
- Personal Care (5%)
- Automotive/transport (6%)
- Electrical/electronics (4%)
- Medical pharma (6%)
- Other (12%)

*Based on continuing operations
Nutrition at a glance

2020 numbers

• Providing solutions for (precision) feed, food & beverages, pharmaceuticals, medical nutrition, early life nutrition, nutrition improvement, dietary supplements, personalized nutrition and personal care
• 50 animal nutrition and 15 human nutrition premix facilities
• >70% of our skin care portfolio is more than 90% of natural origin
• #1 supplier of energy-saving enzyme solutions to the global brewing industry

Broasted offering in the industry
Sales €6,365 million
Facilities on all continents
~16,000 employees
Materials at a glance

2020 numbers

- Provides a high-quality portfolio of specialty sustainable materials for electrical & electronics, automotive, food packaging, medical, personal protection, commercial marine, and apparel
- 100% of Engineering Materials portfolio to contain alternatives with >25% recycled and/or bio-based content by weight in final product by 2030
- 1 metric ton of bio-based Dyneema® generates 5 tons less CO2eq compared to 1 metric ton of fossil-based Dyneema®

Sales: €1,518 million*

Facilities on all continents ~3,000 employees

* Continuing operations
Innovation at a glance

2020 numbers

- Supports the creation of opportunities for future earnings growth by cultivating purpose-led innovation
- Examples include:
  - Fermentative Stevia: for sugar reduction
  - Project Clean Cow: feed additives for reduced methane emissions in cattle
  - Veramaris®: algae-based omega-3 for sustainable aquaculture
Driving the innovation pipeline through 7 growth themes

Nutrition

**Precision**
*Digitally-enabled business models*

- Personalized Nutrition
- Animal Precision Nutrition

**Prevention**
*Healthy solutions provided by nature*

- Healthy Gut
- Immunity
- Sugar Reduction
- Cultures Powerhouse
- Pharmaceutical Nutrition
- Personal Care
- Animal Gut Health

**Proteins**
*Driving adoption of sustainable proteins to feed the population*

- Sustainable Food Proteins
- Low-footprint Feed Proteins
- Animal Emission Reduction

**Pathways**
*Sustainable ingredient manufacturing*

- Bio-based Vitamins & Carotenoids
- Sustainable Lipids
Driving the innovation pipeline through 7 growth themes

Materials

- Improved Health & Living
  - Personal and Protection
    - Consumer Goods
    - Medical
- Green Products & Applications
  - Marine
  - Packaging
- New Mobility & Connectivity
  - Automotive
  - Electronics
  - Electrical
Purpose-driven partnership with Team DSM
Our purpose is to create brighter lives for all

We are already reaching more than 2.5 billion people worldwide
Purpose drives growth opportunities

Growth & Value – Purpose-led, Performance driven

Our competences and purpose...

Our key competences + addressing megatrends and the UN SDGs:

provide growth opportunities in the focus domains...

A science-based company active in Nutrition, Health and Sustainable Living:

creating a growth company...

Company growth

with targets that underpin our purpose.

Our mid-term 2019-2021 targets:

- High single-digit % annual increase in Adjusted EBITDA
- ~10% average annual increase in Adjusted net operating free cash flow
- Value-creating M&A
Strategy well aligned with sustainable development goals

Nutrition & Health

1. NO POVERTY
2. ZERO HUNGER
3. GOOD HEALTH AND WELL-BEING
4. QUALITY EDUCATION
5. GENDER EQUALITY
6. CLEAN WATER AND SANITATION

Climate & Energy

7. AFFORDABLE AND CLEAN ENERGY
8. DECENT WORK AND ECONOMIC GROWTH
9. INDUSTRY, INNOVATION AND INFRASTRUCTURE
10. REDUCED INEQUALITIES
11. SUSTAINABLE CITIES AND COMMUNITIES
12. RESPONSIBLE CONSUMPTION AND PRODUCTION

Resources & Circularity

13. CLIMATE ACTION
14. LIFE BELOW WATER
15. LIFE ON LAND
16. PEACE, JUSTICE AND STRONG INSTITUTIONS
17. PARTNERSHIPS FOR THE GOALS

Please see DSM’s Integrated Annual Report 2020 for definitions and additional information
## Continued step-up in sustainability leadership
*(for definitions and detailed data see 2020 Integrated Annual Report)*

<table>
<thead>
<tr>
<th>Realization 2020</th>
<th>Ambitions</th>
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<tbody>
<tr>
<td>~18%</td>
<td>30% by 2030 (vs. 2016)</td>
</tr>
<tr>
<td>GHG structural improvement (vs. 2016)</td>
<td>&gt;1% average annually till 2030</td>
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<tr>
<td>5.7%</td>
<td>&gt;1% average annually till 2030</td>
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<tr>
<td>Energy efficiency improvement year-on-year</td>
<td>75% by 2030</td>
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<tr>
<td>60%</td>
<td>75% by 2021</td>
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<tr>
<td>Purchased renewable electricity</td>
<td>&gt;75% by 2021</td>
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<tr>
<td>76%</td>
<td>&lt;0.25 by 2021</td>
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<tr>
<td>Employee engagement favorable score</td>
<td>25% by 2021</td>
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<tr>
<td>0.24</td>
<td>&gt;65% by 2021</td>
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<tr>
<td>Safety Frequency Recordable Index</td>
<td></td>
</tr>
<tr>
<td>20%</td>
<td>Female executives</td>
</tr>
<tr>
<td>63%</td>
<td>Brighter Living Solutions</td>
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</tbody>
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Committed to our responsibilities to society
A purpose-led strategy comes with recognition

• Top position in Sustainalytics, AAA rating in MSCI, Prime score in ISS-Oekom, a leading position in Vigeo, platinum status in Ecovadis rating and constituent of the FTSE4Good Index
• Climate change strategy received an A and water stewardship an A- rating from CDP
• One of the most sustainable companies in the Brazilian Exame Sustainability Guide for our challenge to improve public health through nutrition
• SABRE Awards Latin America, recognized our ‘Life In Our Hands’ campaign
• DSM China was selected as one of the 2020 Golden Bee CSR China Honor Roll companies by Golden Bee Think Tank and China Sustainability Tribune
Our Culture

Our Culture Compass

The 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.
What our Culture Compass elements mean to us

**Courageous**
Being courageous means we are willing to make tough decisions, own our actions, embrace new ideas, take a stand when needed, and support others to do the same.

**Taking responsibility**
Taking responsibility means we act ethically and with integrity, always learning and improving, willing to be held accountable for our performance and the safety and wellbeing of the people and communities around us.

**Caring**
Being caring means we look out for the people and environment around us, go the extra mile to value and strengthen our diverse relationships, and take care of others and ourselves, so that everyone can be their best.

**Championing sustainability**
Championing sustainability means we improve the quality of people’s lives by embedding sustainability in all that we do, applying our scientific know-how to address the challenges of today and tomorrow.

**Collaborative**
Being collaborative means we always look for the best ways to work and innovate together and with others, to listen and find common ground, and to apply our knowledge and skills in an inclusive and agile way.

**Delivering value**
Delivering value means we use our speed, expertise and innovation to deliver results, meeting the needs and earning the trust of customers, employees, shareholders, communities and wider society.
Focus domain: Nutrition & Health

Case study examples
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 immune health

- Our customers needed to go to market faster than ever before delivering formats that could 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 succeeded in meeting this unprecedented need
Tastier and more nutritious plant-based choices

• There’s growing demand for plant-based alternatives alongside traditional meat and dairy

• The importance of a quality nutrition is also attracting increasing recognition

• We launched 2 new portfolios supporting both plant-based meat and dairy alternatives

• These deliver authentic taste, texture and mouthfeel along with a preferred nutritional profile, and enables producers to manage levels of salt, sugar and gluten
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® were launched successfully by our customers, with many more product development projects underway
Dutch PPE Solutions delivers blueprint for new businesses

• During the COVID-19 crisis of 2020 global demand for medical face masks and critical filter material quickly exceeded supply.

• To swiftly address the need for locally-produced, reliable and high-quality face masks and filter material for Dutch and EU markets, we partnered with VDL Groep.

• Our first permanent production facility of critical filter material in the Netherlands will provide greater resilience to possible future surges in demand for face masks and underlying materials.

• We will use this model to scale future innovative businesses.
Purpose-led innovations drive team performance

• Bringing together our complementary competences in Nutrition and Materials, we enable the Team DSM riders to be the best that they can be, inside and out.

• Our solutions:
  – Nutritional supplements supporting health and immunity such as our plant-based Life’s™ OMEGA, 85% more potent than fish oil
  – Sun protection
  – Protective Dyneema® in cycling jerseys
  – Lightweight, breathable rain jacket with environmentally friendly Arnitel®
Focus domain: Climate & Energy

Case study examples
Making animal farming more sustainable

- Animal farming accounts for 14.5% of all human-derived greenhouse gas emissions and this figure is set to rise

- We see many opportunities to bring better food, nutrition and health to all, within planetary boundaries

- A key area where we contribute is reducing emissions from livestock, solutions include:
  - ProAct: reducing nitrogen emissions by up to 17% by improving digestibility of proteins
  - VevoVitall®: reducing ammonia emissions by up to 18% in swine
  - Advanced sustainability service: enabling farmers to see their environmental footprint and opportunities for improvement
Fighting climate change one burp at a time

• Methane is a greenhouse gas which, contributes to climate change. Ruminants (mainly cows) emit about 20% of all methane gasses globally

• A quarter of a teaspoon per cow of our feed additive 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
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
Focus domain: Resources & Circularity

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

- Fish is an important source of nutrition—especially salmon—it 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
Bio-based Dyneema® supporting a low-carbon economy

• Every year, humans are now consuming 1.7 times 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
BRIGHT SCIENCE. BRIGHTER LIVING.™