

Royal DSM

Feike Sijbesma
CEO & Chairman Managing Board

Het Overloon 1, Heerlen
P.O. Box 6500, 6401 JH HEERLEN
The Netherlands
Telephone: (31) 45 5782200
Telefax: (31) 45 5782999
e-mail: feike.sijbesma@dsm.com

www.dsm.com

Invitation to the Annual General Meeting of Shareholders

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Contact person
Hermine Kaesler, assistant
Telephone: (31) 45 5782120
e-mail: hermine.kaesler@dsm.com

Dear Shareholder,

On behalf of Koninklijke DSM N.V. I cordially invite you to our Annual General Meeting of Shareholders on Wednesday, 8 May 2019, which, as usual, will be convened at DSM's head office in Heerlen, the Netherlands, at 2 pm.

DSM attaches great value to communicating in a transparent way with its shareholders as an important stakeholder group. The Annual General Meeting is the perfect opportunity for shareholders to exchange views with us. I therefore hope I will have the pleasure of welcoming you at our 2019 Annual General Meeting and would highly appreciate your participation in the decision-making process.

If you are unable to attend the Annual General Meeting in person, I hope you will nevertheless make use of your voting rights by electronic voting or by way of a proxy. Instructions are published on the website of DSM (www.dsm.com).

Yours sincerely,



Feike Sijbesma
CEO/Chairman of the Managing Board