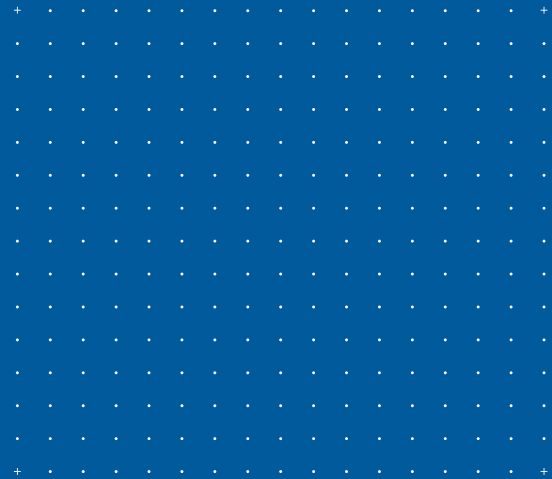




人 People
地球 Planet
利润 Profit



帝斯曼通过执行3P政策：人（People），地球（Planet），利润（Profit），致力于与所有利益相关者和环境共同可持续发展。我们可持续发展的企业精神体现在对盈利性的经济增长，员工的个人发展，良好的企业公民操守和对自然资源可持续利用的同时追求。自2004年起，公司连续四年在道琼斯可持续发展指数全球化工行业里名列前茅。帝斯曼是世界可持续发展工商理事会（WBCSD）的成员，同时也是中国可持续发展工商理事会（CBCSD）的理事成员。

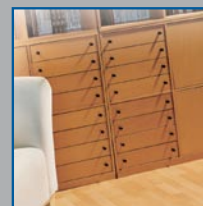
帝斯曼专注于生命科学与材料科学领域，致力于提高人类生活品质。帝斯曼的创新产品与服务被广泛应用于包括人类和动物营养保健、个人护理、制药、汽车、涂料与油漆、电子电气、生命保护以及建筑在内的终端市场和服务中，正在为营造更加健康愉悦、更具可持续性的生活方式做出积极贡献。

Through its Triple P (People, Planet and Profit) strategy, DSM is committed to the mutual sustainable development of all interested parties and the environment. As far as DSM is concerned, sustainable entrepreneurship involves the simultaneous pursuit of profitable economic growth, the further development of our employees, good corporate citizenship and a sustainable use of natural resources. Since 2004, we have maintained for four years top rankings in the chemical industry sector in the Dow Jones Sustainability World Indexes (DJSI). DSM is a member of the World Business Council for Sustainable Development (WBCSD), and a Board Member of China Business Council for Sustainable Development (CBCSD).

DSM creates innovative products and services in life sciences and materials sciences, contributing to the quality of life. DSM's products and services are used globally in a wide range of markets and applications, supporting a healthier, more sustainable and enjoyable way of living. End markets include human and animal nutrition and health, personal care, pharmaceuticals, automotive, coatings and paint, electrics & electronics, life protection and housing.



动物营养与保健
Animal Nutrition and Health



建筑工程
Building and construction



人类营养与保健
Human Nutrition and Health



汽车与交通
Automotive and Transport



医药中间体
Pharma Intermediates



电子与电气
Electrics and Electronics



生命防护
Life Protection



金属与机械制造
Metal and Machine building

帝斯曼中国

帝斯曼早在1963年开始对华贸易，十几年前开始在华投资。帝斯曼目前在中国拥有14个生产场地和2家研发机构，共有员工近4000名。帝斯曼在中国业务正稳步增长，2007年在中国销售额近10亿美元。同时，帝斯曼正着力发展本土人才，一如既往地全方位融入中国的可持续发展事业。

DSM in China

DSM began trading with China in 1963. Today, DSM has been invested in China for over a decade. DSM is currently involved in 14 manufacturing sites and 2 R&D facilities in China that employ nearly 4,000 people. DSM's business is growing healthily and steadily in China, with revenue of nearly USD 1 billion in 2007. In addition, DSM is committed to our local talents and will continue its devotion to China's sustainable development initiative.

生命科学 Life Sciences



博礼敦 / Nathan Bird

“中国的食品安全问题关系千家万户，食品安全事故一方面会严重影响公众的身体健康，另一方面，也会使国家经济和行业蒙受巨大损失。贯彻‘整体食物链’概念，提高食品和添加剂的质量和可追溯性是保障食品安全的有效手段之一，‘整体食物链’概念强调确保人类食品的安全性，从食物链的源头开始进行控制。帝斯曼的营养产品涉及从源头产品一直到最终产品的整个食品生产加工产业链。我们非常重视与业内专家、同仁的交流和合作，并希望与中国同行共同推进食品安全工作。”

“Food safety affects everyone in China. Food safety incidents can harm public health and a nation's economy. Implementing a 'whole food chain' concept and increasing the quality and traceability of foodstuffs and additives is an effective approach to food safety. The 'whole food chain' concept stresses the assurance of human food safety by using controls that start at the food's source. DSM's products are involved with foodstuffs from their source through the entire food production chain until their inclusion in a final product. It is very important for us to exchange ideas with industry experts and colleagues, and we hope that we will be able to work with others in the industry to promote food safety in China.”

材料科学 Materials Sciences



罗乐夫 / Roelof Westerbeek

“基于帝斯曼现有和即将推出的性能材料，我们在原材料、生产工艺流程、聚合物产品、应用及用户解决方案等方面取得了多项‘绿色发展’。高性能工程塑料部件作为金属替代产品可替代金属部分，如关键引擎和传动件。由于其重量较轻，可以帮助降低能源消耗和二氧化碳排放，这对发展迅猛的中国汽车工业具有尤其重要的意义。”

含有卤素的阻燃材料在不当燃烧时会对环境产生负面影响，为了满足并推动市场对无卤阻燃材料的需求，我们提供扩展了全面产品组合，在所有产品系列中都包含了无卤阻燃材料的解决方案。”

“We have several green initiatives related to our DSM Engineering Plastics raw materials and end-products, manufacturing processes and application solutions. Our high-performance engineering plastics replace metal in critical engine and transmission parts, thus contributing to lower fuel consumption and lower CO₂ emissions, as plastics are much lighter than metal. This will greatly benefit the fast-growing Chinese automobile industry.”

We also have available a full range of halogen-free flame retardant solutions in all our products to address market needs to move away from halogenated flame retardants, which can have a negative environmental impact when not correctly incinerated.”

材料科学 Materials Sciences



杜溯 / Stephan Dusault

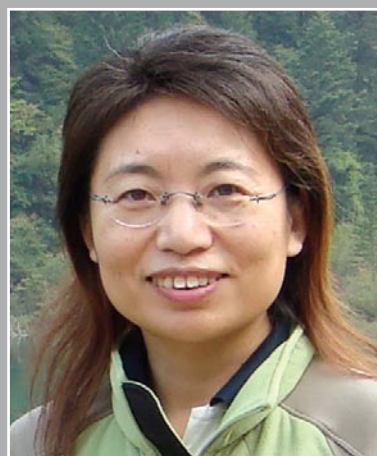
“帝斯曼树脂供应一系列改善环境并有益人类健康的产品。我们为风机叶片产业提供该类产物，为中国的风能发展作出贡献，并由此帮助减少温室气体的排放。我们重量较轻的聚酯被用于汽车工业，以减轻车体重量，降低燃料消耗。我们坚持产品创新，为更加绿色的地球作出贡献。我们在中国广东佛山新建了一条水性丙烯酸树脂生产线。水性丙烯酸树脂可应用于水性涂料，而水性涂料不含对环境造成负面影响的挥发性有机物。”

当然这些产品都产自于配备先进技术的生产设施，符合最新的安全健康环保法律法规和公司要求。”

“DSM Resins supplies wide range products in the market that contribute to an improvement of the environment and by this to the health of the people in society. We deliver products for the windmill blade industry contributing in this way to the windmill energy development in China and subsequent reduction of greenhouses gases. Our light weight polyester is successfully used in the automotive industry reducing the weight of cars and the fuel consumption. We continue to innovate our product line to further improve our contribution to a greener planet. In line with this we opened a new waterborne acrylic resin plant in Foshan (Guangdong Province). Waterborne acrylic resins can be used in water-based coatings which do not require volatile organic compounds (VOCs). These VOCs have negative effects on the environment and the health.

Of course all these products are made in state-of-the-art production facilities complying with latest legislation and corporate requirements for safety, health and environment.”

白色生物科技 White Biotechnology



张丽娟 / Judy Zhang

“白色生物技术利用可再生资源进行生产，因此可兼顾地球和利润的目标。作为帝斯曼创新中心四个新兴业务领域之一，帝斯曼白色生物技术部致力于生物燃料和生物基化学品，及生物制品（生物燃料生产所需酶制剂和菌种）等领域的业务开拓和发展，是推动帝斯曼长期战略愿景2010——*扬长补短*创新实践的重要组成部分。帝斯曼具有横跨生命科学和材料科学这生物材料产业链两大领域的独特优势：在上游，利用先进的生物发酵技术生产生物材料或中间体；在下游，利用在材料科学方面的产业经验开发新的产品及应用。目前，白色生物技术业务在中国区域主要开展的项目有纤维素酶研发项目和生物丁醇项目。”

“White biotechnology uses renewable resources, so it is able to attain goals of both planet and profit. As one of the four emerging business areas of DSM Innovation Center, White Bio will try its best to explore and develop bio-fuels, bio-based chemicals and bio-products (enzymes and microorganisms for producing biofuels), and will play an important role in the innovation-oriented long-term strategy of *Vision 2010 – Building on Strengths*. DSM enjoys a unique advantage as it covers two major links in the industrial chain of biomaterials: biotechnology and material technology. In the upstream, we produce biological materials and intermediates with advanced biological fermentation technology, and in the downstream, drawing on our industrial experience in material technology, we are able to develop new products and applications. At present in China, white biotechnology is mainly applied in R&D of cellulase and biological butanol.”

帝斯曼中国一览

Overview of DSM in China



	地点 Site	公司 Company	主要产品 Main products
1	河北张家口 Zhangjiakou, Hebei	张家口帝哈制药有限公司 ZJK DSM HAYAO Pharmaceutical Co., Ltd.	6-APA中间体, 阿莫西林、氨苄西林原料药 6-APA intermediate, Amoxicillin / Ampicillin, bulk active ingredients
	河北张家口 Zhangjiakou, Hebei	张家口吉斯特-布罗卡德斯制药有限公司 ZJK Gist-brocades Pharmaceutical Co., Ltd.	青霉素G Penicillin G
2	山东淄博 Zibo, Shandong	山东淄博新华-肯孚制药有限公司 Shandong Zibo Xinhua-Chemferm Pharmaceuticals Co., Ltd.	头孢氨苄, 头孢拉定, 头孢羟氨苄, 头孢克罗原料药 Cephalexin, Cephadrine, Cephadroxil, Cefaclor Bulk (Antibiotics)
3	山东聊城 Liaocheng, Shandong	帝斯曼维生素(山东)有限公司 DSM Vitamins (Shandong) Ltd.	饲料预混料 Feed premix
4	山西运城 Yuncheng, Shanxi	山西丰荷三聚氰胺有限公司 Shanxi Fenghe Melamine Co., Ltd.	三聚氰胺 Melamine
5	江苏南京 Nanjing, Jiangsu	金陵帝斯曼树脂有限公司 Jinling DSM Resins Co., Ltd.	聚酯树脂 Polyester resins
	江苏南京 Nanjing, Jiangsu	南京帝斯曼东方化工有限公司 DSM Nanjing Chemical Corporation	己内酰胺 Caprolactam
6	江苏江阴 Jiangyin, Jiangsu	帝斯曼工程塑料(江苏)有限公司 DSM Engineering Plastics (Jiangsu) Co., Ltd.	工程塑料共混产品 Engineering Plastics compounds
7	江苏无锡 Wuxi, Jiangsu	帝斯曼柠檬酸(无锡)有限公司 DSM Citric Acid (Wuxi) Co., Ltd.	柠檬酸 Citric acid
	江苏无锡 Wuxi, Jiangsu	无锡维力米业有限公司 Wuxi NutriRice Co., Ltd.	维力米® NutriRice®
8	江苏昆山 Kunshan, Jiangsu	帝兴树脂(昆山)有限公司 DSM Eternal Resins (Kunshan) Co., Ltd.	粉末涂料树脂 Powder coating resins
9	上海 Shanghai	帝斯曼(中国)有限公司 DSM (China) Ltd.	—
	上海 Shanghai	帝斯曼贸易(上海)有限公司 DSM Trading (Shanghai) Co., Ltd.	—
	上海 Shanghai	帝斯曼维生素贸易(上海)有限公司 DSM Vitamins Trading (Shanghai) Ltd.	—
	上海 Shanghai	帝斯曼纤维中间体贸易(上海)有限公司 DSM Fibre Intermediates Trading (Shanghai) Co., Ltd.	—
	上海 Shanghai	帝斯曼复合树脂(上海)有限公司 DSM Composite Resins (Shanghai) Ltd.	浸润剂(高分子乳胶) Sizing
	上海 Shanghai	帝斯曼食品配料(上海)有限公司 DSM Food Specialties (Shanghai) Ltd.	合成调味配料 Process flavours
	上海 Shanghai	帝斯曼迪索特种化学(上海)有限公司 DSM Desotech Specialty Chemicals (Shanghai) Ltd.	光纤着色涂料 Glass-fibre coatings
	上海 Shanghai	帝斯曼维生素(上海)有限公司 DSM Vitamins (Shanghai) Ltd.	维生素A、E、食品预混料、饲料预混料 Vitamin A, E, food premix, feed premix
	上海 Shanghai	帝斯曼精细化工(上海)有限公司 DSM Fine Chemicals (Shanghai) Ltd.	茶多酚 EGCG
10	浙江上虞 Shangyu, Zhejiang	帝瑞云涛化工有限公司 Deretil Yuntao Chemical Co., Ltd.	Glycine混旋苯甘氨酸和左旋苯甘氨酸 DL Phenyl Glycine and D(-) Phenyl
11	广东佛山 Foshan, Guangdong	帝斯曼先达合成树脂(佛山)有限公司 DSM Syntech Synthetic Resins (Foshan) Co., Ltd.	涂料用合成树脂 Synthetic coating resins
12	广东新会 Xinhui, Guangdong	新会美达-帝斯曼尼龙切片有限公司 Xinhui Meida DSM Nylon Chips Co., Ltd.	尼龙6切片 Nylon 6 chips



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报告概述

Summary

帝斯曼致力成为生命科学和材料科学可持续发展的领导者，通过“3P”原则：People（人）、Planet（地球）和Profit（利润）推动可持续发展。2007年帝斯曼在道琼斯可持续发展全球指数化工行业中连续第四年名列前茅，成为全球化工企业可持续发展的领头羊，这也是对帝斯曼多年以来在可持续发展领域取得的成就和高透明度的通报体系的充分肯定。帝斯曼始终如一地将可持续发展融入到业务战略中。在2007年帝斯曼对《愿景2010——扬长补短》公司战略中期评估中，再次重申其可持续发展目标，节能目标翻番。

可持续发展也是帝斯曼在中国一贯秉承的原则。帝斯曼公司上下都深切的认识对于环境、所在社区以及全体中国员工所肩负的责任，严格遵从中国相关环保法律法规，同时更进一步将帝斯曼全球推行的3P（人，地球，利润）可持续发展原则全面融入到所有中国企业的日常运营中。

本报告是帝斯曼全球可持续发展报告中有关中国的补充材料，从帝斯曼3P（人，地球，利润）方面对帝斯曼在中国的可持续发展状况作了进一步的更为详尽的阐述。

在“人”的方面，我们继续贯彻2006年提出的全球名为“对人的热爱”的人事策略，在中国建立区域性的人力资源机构，着力于吸引人才和加强继任计划。同时，为了对员工个人工作满意度和敬业程度又一个全面的了解，我们在2007年底开始对全球包括中国员工进行了年度员工敬业调查。

除此之外，公司结合硬件设施的改造和提高人的安全行为，努力创造安全无事故的工作场所。在中国我们的安全表现已经大大超过帝斯曼全球平均水平，并将努力达到2010年设定的降低50%的目标。

继2006年获选2007上海地区中国杰出雇主之后，帝斯曼中国有限公司在2007年再度通过国际雇主鉴定和出版专业机构CRF专家团的严格评估，荣膺2007-2008北京地区中国杰出雇主™和2008上海地区中国杰出雇主™。此次获奖也标志着帝斯曼在过去一年里所开展的一系列创新的人力资源管理工作再度得到了国际专业机构的肯定。

在“地球”的方面，帝斯曼在推进全球统一“SHE”——“安全、健康、环保”（Safety, Health, Environment）标准的进程中又迈出了坚实的一步。2007年间，帝斯曼继续按照全球统一“SHE”标准的环境参数对旗下工厂进行改进。对生产过程中所产生的固体、液体和气体废弃物进行焚烧和生化处理，将对周边环境的影响减少到最低，实现可持续发展。帝斯曼所有新工厂和大型投资须从一开始就达到公司的SHE标准。同时，正在建设中的帝斯曼中国园区将争取在设计 and 运作方面获得“能源与环境设计领导奖”（LEED）的黄金级认证。

在“利润”方面，2007年是成功的一年。帝斯曼继续在中国取得强劲增长。目前，年销售额增长率已达20%左右，年销售额达到9.56亿美元，原定2010年在中国实现收入10亿美元有望提前实现。因此，公司相应地在中国上调《愿景2010》的增长目标，提出了2010年收入实现15亿美元的新目标。

帝斯曼坚守其对中国的长期承诺，不断加大投资力度。2007年，帝斯曼在中国投资建成了生产调味配料，维力米®和浸润剂的三家新工厂，斥资两亿人民币在顺德开始建设环保水性树脂产品新生产线，并开始着手将工程塑料共混厂的产能在现有基础上提高50%。帝斯曼于上海浦东新区张江高科技园区的帝斯曼中国园区也已开工建设。

请登陆www.sustainability.dsm.com获取2007年帝斯曼全球年报和可持续发展报告。

DSM has always aimed to be the leader of sustainable development in fields of Life Sciences and Materials Sciences. In the Dow Jones Sustainability World Index 2007, DSM once again tops the list for the Chemical Industry sector. This is the fourth year in a row that DSM has been named the worldwide sustainability leader in the chemical industry, which marks its leadership among chemical businesses in the world and recognizes its efforts and achievements in sustainable development and its transparent reporting system. DSM has consistently included sustainability in its business strategy. In its 2007 mid-term evaluation report on its *Vision 2010*:



Building on Strengths corporate strategy, DSM reiterates its goals of sustainable development, including the target of doubling its energy efficiency.

Sustainable development is the business principle of DSM in China as well. DSM is keenly aware of its responsibility for the environment, the communities where it operates and all its Chinese employees. It has, therefore, tried to achieve full compliance with relevant Chinese laws and regulations for environment conservation, and further implemented its Triple P (People, Plant and Profit) strategy for sustainable development in its day-to-day operations in China.

This report is a China supplement to DSM's global sustainability development report, offering more detailed descriptions of its performance in terms of sustainable development in China.

Regarding People, we have continued to implement our globally hailed human resource strategy of "Passion for People", and have set up regional human resource institutions in China to attract talent and reinforce the succession plan. Meanwhile, in order to better understand employee satisfaction and their happiness in work, at the end of 2007 we initiated a worldwide employee engagement survey, including employees in China.

In addition, through improving the safety of its facilities and employee behavior, DSM has tried to create accident-free work sites. Our safety in China is well above our average global performance, and we are on our way to the goal of reducing incident rate by 50% for 2010.

After rigorous evaluations from international employer appraisals and CRF, a professional publishing organization, DSM China was named China's Top Employer™ 2008 for the Shanghai Region in December 2007. This is the third time in a row that DSM China has been awarded the honor, after being named 2007-2008 Beijing Region China's Top Employer™ in

September and 2007 Shanghai Region China's Top Employer in 2006. Winning this award reflects the approval and recognition, that DSM has received in the past year from international professional organizations for its innovative HR management.

With regard to Planet, DSM has taken a solid step forward in its process of promoting global Safety, Health, Environment (SHE) standards. In 2007, DSM continued to improve its sites by the globally uniform environment specifications under our SHE scheme. All solid, liquid and gaseous wastes we produce have been well treated by either incineration or biological methods, and we have tried to minimize our negative influence on the surrounding environment so as to achieve sustainable development. We demand that all new plants and major investments conform to our SHE standards from the very start. Meanwhile, the DSM China Campus now under construction is expected to achieve 'Gold' certification within the LEED (Leadership in Energy and environmental Design) program.

So far as profit is concerned, 2007 was a successful year, as DSM continued its strong growth in China. At present, annual sales have been increasing by around 20%, and total annual sales have reached USD 956 million, which means that the original goal of one billion dollars in 2010 will be fulfilled ahead of time. Therefore, DSM has tuned up its goal for 2010 to USD 1.5 billion in its *Vision 2010*.

DSM is faithful to its long-term commitment in China and has continued to increase investment. In 2007, DSM invested in three new plants that produce Savory products, NutriRice and Sizing, spent EUR 20 million to acquire new assembly lines to produce environmentally friendly waterborne resins, and increased the capacity of its engineering plastics plant by 50%. DSM China Campus at Zhangjiang Hi-tech Park, in Shanghai's Pudong New Area, has started construction.

Please visit our website (www.sustainability.dsm.com) for DSM Global's annual report and sustainability report.



2007中国关键数据

2007 China facts and figures

人 People

	2007	2006
全球员工人数 (截至年底) Number of global employees (year-end)	23254	22156
全球员工女性/男性比例, % Global Female/male ratio, %	24/76	22/78
中国员工人数 (截至年底) Number of employees in China (year-end)	3603	3444
中国员工女性/男性比例, % Female/male ratio in China, %	29/71	28/72
中国员工福利合计 (以人民币百万计) Total employee benefits costs (in CNY million)	69.57	64.47

创新需要激情, 更需要“对人的热爱”

帝斯曼的可持续发展3P (人People, 地球Plane, 利润Profit) 政策中, 代表人People的P被列在首位, 帝斯曼不仅尊重我们利益相关方的利益, 更努力为员工提供良好的发展机会和吸引人的工作环境, 同时持续努力改善员工, 客户以及场地周边人群的安全健康。

“对人的热爱”是帝斯曼全球人力资源部2007年1月召开的一次会议的名称, 也是帝斯曼的人力资源管理宗旨。帝斯曼正从成本意识和以结果为导向的模式, 转向一种鲜明的、注重创新的管理理念, 而这种新的管理理念就是“对人的热爱”。“对人的热爱”旨在达成两个目标, 一是创造一个愉快、和谐、散发着创新激情的工作环境; 二是培养员工的一种心态: 随时留意工作中的改进机会和市场上业务发展的新机会。正如一位与会专家所提到: 创新以及更新及改善的激情需要一种令人愉快、富有挑战以及团队精神浓厚的环境, 没人会把挫折窝在心里或把麻烦隐藏起来。要创造这样一种创新所必需的气氛。正是在这种气氛之下, 帝斯曼获得中国杰出雇主™的称号。

Innovation needs Passion, needs “Passion for People”

People come first in DSM's Triple P sustainability policy. This indicates our respect for the interests of all interested parties and individuals, our commitment to offering development opportunities and an attractive work environment for our employees, and our continued efforts to improve the safety and health of our employees, customers and people around our sites.

Passion for People, originally the name of a meeting of the Human Resources Department of DSM global in January 2007, is now recognized as the HR strategy of DSM. DSM has shifted from a cost-conscious and result-oriented development model to a new and innovative management concept: Passion for People. The new concept has two goals: one is to create a pleasant and harmonious work environment that may inspire innovation, and the other is to develop a correct mentality among employees and a constant sensitivity to opportunities for improving their own performance and corporate performance in the market. As a participant noted, innovation and renewed and improved

passion presuppose a pleasant, while challenging, work atmosphere which encourages team spirit and in which no one hides his frustrations or troubles when they arise. It has become an imperative to create an atmosphere essential for innovation. It is in such an atmosphere that DSM has been named as one of China's Top Employers.



分支单位制造与技术 (BOT)

为了打破工作领域的界限, 帝斯曼将人才发掘机制下放到基层被称为“分支单位制造与技术” (BOT) 的小组, 尽可能地在现场发现“埋没的人才”, 并通过适当的培训给人才职业发展的机会, 以确保制造领域有足够数量和质量的持有学位的员工。目前, 帝斯曼有负责长期的总体方案的全球BOT, 所有业务集团都在地区的“BOT”中有自己的基层代表, 以便尽可能地发现和培养人才。员工们也不是等着被发现, 而是要积极地崭露头角, 勇敢提出新的想法并努力和团队一起将创新想法付诸现实。

In order to break down barriers between business categories, DSM has instituted a talent discovery mechanism at a grassroots level, the BOT Group. The mission of BOT is to unearth buried talents at various DSM sites and provide necessary and appropriate training, so that such talents discovered have more room for career development and there are sufficient employees in the manufacturing sector in terms of quantity and quality. At present, DSM has a global BOT that is responsible for long-term planning, and every business group has its representatives at regional BOTs in order to detect and develop talent as early as possible. Employees, on the other hand, do not wait to be discovered. They have been working hard to shine, and have put forward new and courageous ideas and put them into practice in their respective teams.

安全与健康

提供一个无伤害和无事故的工作场所，防止所有与工作有关的疾病和健康问题是帝斯曼的安全健康方针。在全球进行的问卷调查显示，员工对公司提供的工作条件和安全较为满意。

帝斯曼全球可记录事故的事故率在2007年为每100人0.82起，相比2005年的0.95在两年内下降14%。公司在行为安全、培训和事故的学习取得了很大的成绩。通过不断提高员工的安全意识和持续强化相应的程序，我们设定了更为严格的目标：即全球可记录事故的事故率到2010年比2005年降低50%，这个指标包括帝斯曼的员工以及在帝斯曼工厂工作的外来承包商人员。

帝斯曼中国在2007年大力加强安全程序的完善和执行，在各个工厂积极发动员工找问题创安全，在安全方面取得了极大的成就。2007年全年帝斯曼的员工及承包商人员共发生可记录事故25起，事故率为每100人0.54起，同比2006年下降37.9%，也比帝斯曼全球平均水平低34%，创造了帝斯曼中国新的历史纪录。

Safety and health

To provide an injury-free and incident-free workplace, to prevent all work-related disabilities or health problem is DSM Safety and Health policy. As a global questionnaire survey reveals, our employees are distinctly satisfied with the work condition and safety at DSM.

The number of recordable accidents per 100 employees was 0.82 compared to 0.95 in 2005, a reduction of 14% in two years. DSM has scored a great achievement in behavior-based safety, training and learning from incidents. By continuing our attention and consistently executing our programs, we expect to achieve our ambitious 2010 target of 50% reduction for both DSM own employees and contractor personnel.

In 2007, DSM China took rigorous measures to improve and implement its safety procedures and programs. We encouraged all DSM employees and contractors to report incidents and unsafe situations, and have therefore had a well improving safety performance. In 2007, DSM China including own employees and contractors reported 25 recordable injuries, and the number of recordable accidents per 100 employees was 0.54, which is 37.9% lower than the figure for 2006, and 34% lower than that for DSM global. It represents a new record in the history of DSM China.



DSM NEXT

帝斯曼NEXT组织专门为全球帝斯曼内部35岁以下，大专以上学历的青年才俊所设立。该组织不隶属于帝斯曼任何一个组织结构，是公司内部独立的社团组织。其活动包括公司内外的运动和文化方面的社交活动，讲座，见面会和参观等。该组织为青年才俊提供了了解公司愿景战略的机会和与公司高层管理人员直接沟通的渠道，同时，通过参加NEXT活动，帝斯曼的青年才俊得到了和公司内同龄人跨部门跨地区的交流机会，得以了解和体验自身工作之外帝斯曼的情况，有益于自身的进一步的职业发展。2007年，NEXT组织在中国进行了四次活动。

DSM NEXT is an organization especially set up for young talents within DSM who are aged below 35 and have a college education. The organization does not belong to any internal department or division within DSM. Instead, it is an independent institution whose tasks include organizing internal and external sports and cultural events, public relations events, lectures, forums, meetings and visits. The organization provides opportunities for young talents to better understand the strategic vision of DSM, and forms a bridge or channel for direct communication between senior managers of DSM. Meanwhile, through participating in activities organized by DSM NEXT, young people are able to communicate with peers from other departments, divisions and regions, and better understand and experience life in DSM beyond themselves. It will benefit them in their future career. In 2007, DSM NEXT has organized four such events in China.



2007中国关键数据

2007 China facts and figures

行为安全

在过去几年中，我们始终鼓励所有帝斯曼员工和承包商员工报告一切事故和安全隐患，使我们能够加以调查，并采取必要的预防行动。我们发现，所有员工都逐渐意识到，报告不安全的行为或事故不仅不会受到惩罚，相反好的建议或报告会得到奖励，因此，在2007年，未遂事故的报告数量增加50%，及时采取的预防措施避免了较多事故的发生。

Behavior safety

Over the past few years, we have encouraged all DSM employees and contractor employees to report all incidents and unsafe situations so that we can investigate these and take preventive action where necessary. We have noticed that people are becoming increasingly aware that they will not be punished for reporting unsafe acts or incidents. We conclude this from the fact that the number of near misses reported in 2007 increased over 50%, whereas the number of accidents decreased after taking immediate prevention actions.

承包商安全

在关注本公司员工的安全和健康的同时，帝斯曼同样密切关注承包商人员的安全和健康。与往年一样，在2007年，我们投入了大量的人力和物力，与承包商和他们的员工一起，共同确保工作安全进展，例如，南京帝斯曼东方化工有限公司对数千名承包商进行安全教育和指导，确保了扩建项目在施工过程中没有发生损失工作日的事故。帝斯曼维生素（上海）有限公司星火场地新项目建设过程中，组织承包商安全培训达数百次，培训承包商人员超过两千人人次，最终通过各方的共同努力和严格的管理监控下，项目整个过程中，创造了近百万人工时无可记录工伤事故的记录。

Contractor safety

DSM pays just as much attention to the safety and health of contractors as it does to the safety and health its own employees. In 2007, as in previous years, DSM put a great deal of effort into ensuring the safe execution of projects, in collaboration with contractors and their employees. An example is the revamp project of DSM Nanjing Chemical Co., Ltd. DSM provided SHE training to thousands of contractors and, together with them, achieved the LWC-free through the whole project life. When having the new projects at Xinghuo site, DSM Vitamins (Shanghai) Co.,Ltd, DSM provided hundreds of SHE training courses for contractors and trained more than two thousands contractors. By cooperation with contractors, a record of no recordable injury over one million man hours was achieved.



从事故中学习

2007年4月11日下午四时左右，在阿根廷的一个预混料工厂，一位承包商员工在进行清理作业，突然他被夹在一个带状搅拌机中，不幸受伤致死。调查显示工作许可证，特别是挂牌上锁程序并没有被有效地执行。这起事故在帝斯曼中国公司掀起了一次大规模的改进安全防护硬件和强化工作许可证作业安全软件的整改活动，使得“安全第一”的方针在各个工厂得到进一步加强。

Learning from an accident

On 11 April 2007, at around 4pm, during cleaning activities, a contractor got caught in a mixer and was fatally wounded in a premix plant in Argentina. The investigation showed that the work license system, especially the locking procedure, had not been not well executed. The incident started a full-scale movement across DSM to improve safety protection facilities and reinforce the work permit program to ensure work safety, and the Safety First policy has been further reinforced in every plant.

员工的安全建议让工厂更安全

帝斯曼工程塑料（江苏）有限公司在2006年通过帝斯曼集团运营管理审核（COA audit），标志着工厂的安全、健康和环保的管理已经达到了帝斯曼全球的统一标准。2007年，工厂在帝斯曼中国率先组织安全文化的评估（Keil Assessment）来听取员工的建议。这不仅得到了管理层大力支持，一线员工也积极参与，就提高工厂的安全文化表达自己的观点。评估表明，工厂“创造没有伤害的工作场所”这一目标得到了全体员工的认可，并融入员工的意识之中。本次评估取得了积极的成果，对提升工厂的安全管理起到了积极的推动作用。目前，涉及硬件的改进措施已完成，管理层正在就管理方面的提升进行努力。截至2008年2月，工厂已经取得连续3000天没有损失工作日事故（LWC）。

Safety suggestions from employees making the plant safer

In 2006, DSM Engineering Plastics (Jiangsu) Co., Ltd passed the COA audit of DSM Group, which means that the plant has reached DSM's global Safety, Health and Environment (SHE) standards. In 2007, the plant conducted Keil Assessment, an initiative to evaluate its safety culture and listen to employees' suggestions on plant safety, the first such initiative in DSM China. It won unreserved support from the management and the enthusiastic participation of employees, who expressed their various views on how to improve the safety of the plant. The final evaluation result indicates that the plant's goal of "creating a zero-injury site" has been embraced by all its employees and has run deep in the employees' consciousness. The evaluation has produced positive effects and strong momentum to upgrade the plant's safety management. At present, improvement measures for safety facilities have been finished, and the management is trying to upgrade its management procedures. By February 2008, the plant had run for 3,000 days without a single Lost Workday Case (LWC).

地球 Planet

SHE（安全，健康与环境）是帝斯曼可持续发展的重要组成部分。在生产过程中最大限度地避免、减少或控制污染物的产生和排放，减轻企业在生产经营过程中对环境的影响是公司基本的环境保护原则。

除了要求在中国的工厂必须符合当地环保标准外，帝斯曼提出保证旗下全部工厂，包括中国的工厂在今后几年内符合更为严格的欧美环保标准，新建工厂必须在建设伊始按此标准执行，已建成的工厂也会在三到五年内逐步符合该标准。帝斯曼正在积极投资环保改进项目，逐步升级现有工厂的环保技术。

公司在加强优化现有环保装置运行的同时，还积极促进先进的环保技术和经验的交流和学习，确保环保项目使用先进的技术。新标准配合各项措施的落实，将使帝斯曼全球完成设定的节能减排的目标。

SHE is an important part of DSM's sustainable development. DSM sticks to the environmental protection principle that we will minimize waste and emissions into the environment during the process, therefore reducing our environmental footprint.

In addition to the compliance with Chinese environmental standards, DSM requires all DSM sites, including those in China, to meet the DSM global standards (EU or USA) in next few years. New plants are established according to the DSM global standard and existing plants are required to meet the standard in the next 3 to 5 years. DSM continues to invest in environmental protection in existing companies and upgrade their techniques.

In addition to the optimization of existing equipment, DSM also encourages the sharing of the latest techniques and good practice, to ensure new techniques are also applied in the environmental protection projects. The new standard, together with all the execution measures, will guarantee that DSM achieves its energy-saving and emission reduction targets.

帝斯曼全球环保和节能的2010年目标：
DSM environment and energy efficiency targets for 2010 and the progress of 2007 relative to 2005

目标因子	2005年 排放量 (吨)	2007年实际实现 减排或下降 (%)	全球2010年 减排或下降指标 (%)	全球2010年中国 所占减排或下降比重 (%)
烟尘 (Dust)	1600	75	75	100
二氧化硫 (SO ₂)	3300	35	75	60
氮氧化物 (NO _x)	5100	30	40	90
挥发性有机物 (VOC)	8900	20	60	30
化学需氧量 (COD)	21200	55	15	67
能源消耗下降率 Energy Consumption		4	8	

实现上述环境目标的基本原则，就是帝斯曼在全球的工厂，包括中国都必须至少达到欧盟或美国实行的标准。新工厂和重大改扩建工程，自始至终都必须符合上述要求，现有工厂应在三到五年内达到上述要求。

The environmental targets are based on the principle that all DSM sites in the world should meet the standards applied in the European Union or the United States. New plants and major plant modifications should meet this requirement right from the start, whereas existing plants should achieve it within 3 to 5 years.

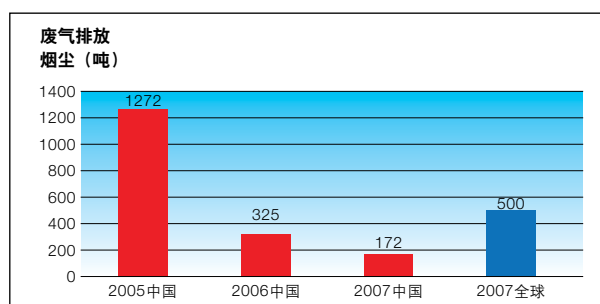
在上表中，我们已经实现烟尘2010年目标，其它目标因子需要进一步的努力以确保到2010年实现目标。在以下段落，我们将介绍整个帝斯曼中国的总体污染物排放和能源消耗情况，并结合2010年的削减目标，评价当前的进展。

We have already achieved the target 2010 for dust, and with further effort, other targets shall be achieved. In the following sections we provide overall information on emissions and energy consumption of DSM and review current progress, taking the targets for 2010 into account.

空气污染物的排放 Emissions to air

烟尘

烟尘排放得到显著的削减，这得益于2006年南京帝斯曼东方化工有限公司和2007年张家口吉斯特-布罗卡德斯制药有限公司及张家口帝哈制药有限公司的除尘项目的实施。这两项工程都十分成功，完全达到我们在2005年制订的目标。基于上述努力，我们2010年的烟尘排放削减目标已经实现。



2007中国关键数据

2007 China facts and figures

Dust

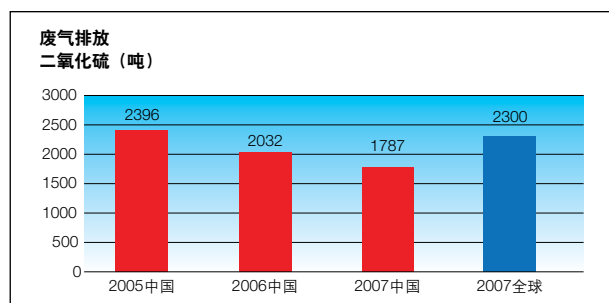
Emissions of dust were considerably reduced due to dust removal projects at DSM Nanjing Chemical Co., Ltd. (DNCC) in 2006 and at ZJK Gist-brocades Pharmaceutical Co.,Ltd and ZJK DSM HAYAO Pharmaceutical Co.,Ltd in 2007. Both projects were very successful, and achieved the target announced in 2005. Based on this, we can say the target of dust for 2010 has been achieved.

二氧化硫 (SO₂)

自2005年，帝斯曼全球二氧化硫的排放大为降低，这主要得益于2006年帝斯曼柠檬酸（无锡）有限公司脱硫项目的建成。2007年，二氧化硫的排放未出现重大变化。帝斯曼东方化工有限公司对使用的改良煤炭进行采样检测以确定其减排效果，其它几个工厂的脱硫项目，将能够有力确保实现2010年75%的削减目标。

SO₂

Emissions of SO₂ have decreased significantly since 2005, mainly due to the desulphurization project completed at DSM Citric Acid (Wuxi) Co., Ltd in 2006. There were no significant changes with the total emissions in 2007. Anticipated reduction measures, particularly at DSM Nanjing Chemical Corporation, and several other desulphurization projects shall contribute a great deal to the target of 75% reduction in 2010.

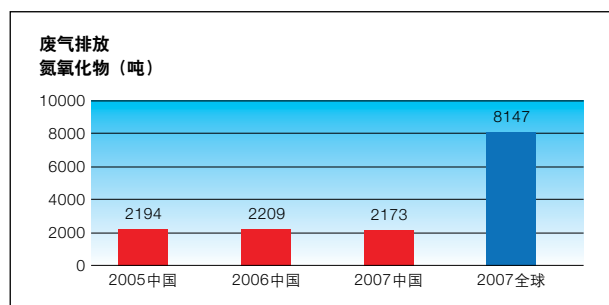


氮氧化物 (NO_x)

氮氧化物排放在过去的几年没有出现大的变化。我们正在计划一些氮氧化物减排工程，以实现到2010年减排20%的目标。

NO_x

No significant changes occurred with regard to the emissions of NO_x in the past several years. Several NO_x emission reduction projects were under consideration in order to achieve the target of 20% reduction in 2010.

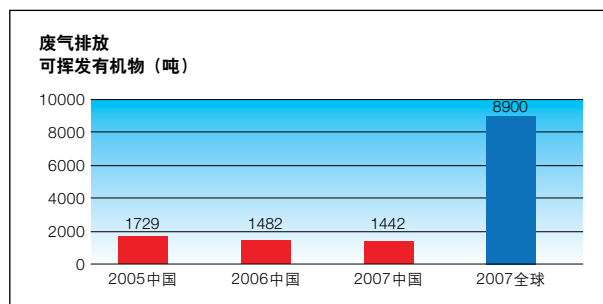


挥发性有机物 (VOC)

帝斯曼全球的挥发性有机物的总体排放量得到了削减。中国工厂VOC排放虽没有大的降低，但是这是在保证提高产量的同时取得的，单位产品的VOC减排明显。为了确保实现2010年减排目标，公司还必须实施几项减排工程，包括巴西Triunfo DE，美国Augusta的己内酰胺和印度、墨西哥和中国抗生素工厂的场地。

VOC

Total emissions of Volatile Organic Compounds (VOCs) were reduced. With production capacity increasing, VOC emissions in China did not decrease by much, however, VOC emissions per unit decreased considerably. In order to achieve the target for 2010, several additional reduction projects will be implemented, including on the sites of DE in Triunfo (Brazil), DFI in Augusta (USA) and several DSM anti-infectives sites in India, Mexico and China.

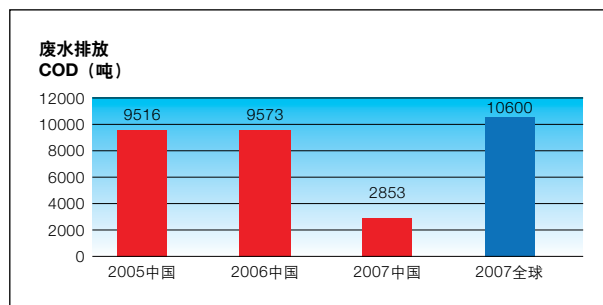


废水排放

Emissions to water

化学需氧量 (COD)

废水排放(以COD为衡量标准，可氧化的有机物)得到有力的控制和削减。最大的贡献来自2007年南京帝斯曼东方化工有限公司实现的COD减排，上述减排成果已经达到甚至超过了2010年COD减排目标。帝瑞云涛化工有限公司新污水处理装置于2007年5月投入使用。除此之外，张家口吉斯特-布罗卡德斯制药有限公司及张家口帝哈制药有限公司正在新建一座污水处理厂将于2008年初期投入使用，还能实现进一步COD减排。



COD

The discharge of waste water (measured as COD, a measure for the amount of oxidizable organic compounds) was reduced very strongly. The largest contribution to this major improvement was the reduction achieved at DSM Nanjing Chemical Co., Ltd in 2007. As a result of these improvements the target for 2010 has already been achieved. The new

waste water treatment facility of Deretil Yuntao Chemical Co., Ltd started operation in May 2007. What's more, a new waste water treatment plant at ZJK Gist-brocades Pharmaceutical Co., Ltd and ZJK DSM HAYAO Pharmaceutical Co., Ltd in 2008 will achieve in a further reduction.



固体废弃物 Waste

非危险废弃物

非危险废弃物的填埋得到了显著的减少。这主要来自帝斯曼东方化工有限公司取得的削减成效。根据减排成果，我们已经充分实现了2010年无危险废弃物填埋的目标。

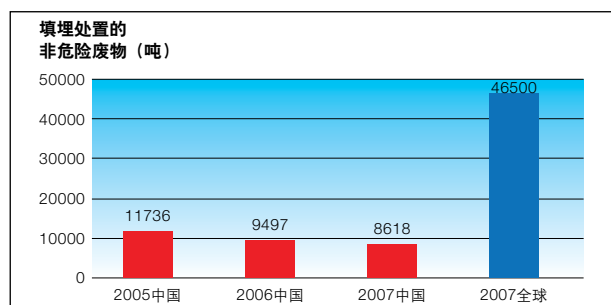
帝斯曼希望进一步减少公司的废弃物产生量，其衡量指标就是废弃物填埋量。除填埋之外的处理渠道，例如降解、焚烧（带或不带热量回收）或回收循环使用等，受到了更广泛的欢迎，废物和副产品之间的界限日渐模糊。

Waste

Non-hazardous waste

The landfilling of non-hazardous waste was reduced significantly, mainly due to reductions at DSM Nanjing Chemical Corporation. Based on those efforts, the target for 2010 has already been achieved.

DSM pursues to further reduce the total amount of waste generated. To measure the progress, we use the amount that is being landfilled as an indicator. Other solutions than landfilling, such as land farming, incineration (with or without heat recovery) or recovery are generally more encouraged, and the borderline between waste and by-products is somewhat ambiguous for these outlets.



南京帝斯曼东方化工有限公司废水废气处理

南京帝斯曼东方化工有限公司的两台75吨/小时锅炉于90年建成使用，97年对锅炉除尘系统进行了一次大的改造，烟气排放采取水膜和多管除尘串联使用。经过近8年的运行，除尘效率有些下降，2005年投资622万元对锅炉的排烟除尘系统进行改造，采用低压旋转脉冲反吹袋式除尘器替代多管除尘器，布袋除尘器的除尘效率≥99.9%，烟尘排放浓度从改造前的1044mg/Nm³降低到50mg/Nm³以下。该治理项目自05年底至今运行正常，烟尘年减排可达1374吨/年。南京帝斯曼东方化工有限公司原由废水处理厂处理的OSB废液（有机汽提塔底液）经江苏省环保厅和南京市环保局批准，自2007年4月开始全部供造纸厂综合利用，不仅大量减少污染物排放，而且回收利用废碱全年40768吨。原作为废弃物处理的废硫酸铵自2007年6月开始，也作为生产原料提供给外部的硫酸制造厂回收硫酸铵。两项改进措施使工厂2007年COD减排6716吨。另外工厂投资一亿六千万元用于建设脱硫塔、焚烧炉和污水改造工程并将于2008年底投入使用，将大量地减少二氧化硫、COD和磷等污染物的排放。

Waste water and waste gas treatment at DSM Nanjing Chemical Corporation

In 1990, two 75 tons/hour boilers were built at DSM Nanjing Chemical Co., Ltd, and in 1997, the boilers underwent a major renovation concerning their dusting system, which works with a tandem use of water-film and multi-tube dust collectors. After eight years of use, the efficiency of the system was declining, so in 2003, the plant spent RMB 6,220,000 renovating the dust cleaning systems. Multi-tube dust collectors were replaced by pulse reverse blow bag dust collectors, and as the dust collecting efficiency of bag dust collectors has reached 99.9%, the ash venting intensity has been reduced from 1044 mg/Nm³ to well below 50mg/Nm³. The renovated system has been running properly ever since, reducing the venting of fly ash by 1374 tons on an annual basis. The OSB waste liquid exhausted after treatment from DSM Nanjing Chemical Co., Ltd has been ratified by the Environment Protection Bureau of Jiangsu Province and the Environment Protection Bureau of the City of Nanjing, and began being recycled by paper plants in April 2007, which dramatically reduced waste discharge and recovered 40,768 tons of alkaline over the past year. Waste ammonia sulfate solution, which had been disposed in the past, has been recycled since June 2007 and provided to ammonia sulfate plants as raw material. Thanks to the two measures described above, COD emission dropped 6,716 tons in 2007. Now, we are working on the further reduction of SO₂, COD & P emissions.

2007中国关键数据 2007 China facts and figures

节能减排是国家的政策，更是帝斯曼的要求

帝斯曼在所有工厂设定有节能减排计划和目标，鼓励并推广各种形式的节能方法。2007年金陵帝斯曼树脂有限公司将苯乙烯储罐的保温系统由冷却水喷淋改为铝保温。每年可节约2万吨水。大大减少了对水资源的消耗。2007年对废水和废气焚烧设施—焚烧炉进行了一些小的改进，提高了焚烧炉的运行效率，降低了油耗。张家口吉斯特—布罗卡德斯制药有限公司及张家口帝哈制药有限公司提高空压机、冰机和冷却塔的效率，空压机效率提高8.5%，冰机效率从80%到94%，冷却塔提前一个月投入运行，夏季3个月提高产量51TE(千十亿是制药行业用的一个产量单位)，相当于58.8万美元，效率提高电消耗降低，总能耗下降超过15%。2008年将继续开展节能工作，计划节约能源：电18TJ/年，煤87TJ/年，主要计划包括提高锅炉效率(自控系统，控制连续排污，冷凝系统改善)、蒸汽消耗优化(消毒方式改变，用热水采暖)、冷却塔系统优化(发酵和其他用户分开)和冷盐水消耗优化(用0°C代替-5°C)等，将进一步降低能源的消耗。

To achieve energy-saving and emission reduction is not only national policy, but also DSM requirements

All DSM sites have set targets on energy-saving and emission reduction; they are encouraged to take any possible measures to reduce energy consumption. For instance, in Jinling DSM Resins Co., Ltd. (JDR), the insulation system for styrene tanks was changed from a cooling water system to an aluminum system, which reduces the raw water

促进内部交流学习：2007年度帝斯曼中国区安全、健康和环保研讨会和帝斯曼中国环保平台

年度帝斯曼中国区安全、健康、环保(SHE)研讨会于2007年2月7日至8日在上海举行。来自中国的11个工厂、荷兰总部以及上海办公室的56位同事参加了此次会议，并就相关的安全、健康、环保工作相互学习与交流。帝斯曼2007~2009多年计划和2010年环境目标，其中80%的指标都来自于中国，非常有挑战性。帝斯曼全球副董事长杨赞德(Jan Zuidam)先生参与了会议，并在发言中表示帝斯曼追求的是长期的发展，帝斯曼在中国采取的是和美国、欧洲同样的标准，遵守SHE和可持续发展的要求是每个员工的责任，而不仅仅是生产和制造人员。研讨会期间还举行了为期一天的SHE专业人员会议、包括人机工程学知识培训以及美国SHE平台的经验分享等。

为了更好的促进环保信息在帝斯曼中国内部的交流与共享，更好的履行企业公民的环保职能，在帝斯曼中国管理层的大力支持下，帝斯曼中国环保平台孕育而生。平台由帝斯曼中国环保技术人员和环保管理人员组成。通过该平台，环保信息将能够更充分、更有效率的被分享，实现环保技术信息的快速流通。第一次环保平台会议于2007年8月14日至15日在帝斯曼柠檬酸(无锡)场地召开，来自帝斯曼中国6个场地的10位同事以及总部GMCC的环保专家Prashant Gupata先生出席了此次会议。会议议程涵盖了各个场地环保设施的介绍、运行管理经验的分享；废水废气处理知识介绍及最新发展动态；最新环保法律法规的追踪以及污染物治理设施的实地参观。通过平台，不同场地的环保技术人员得以相互了解与熟悉；通过积极的讨论与分享，与会人员提升了专业

consumption by 20KT/ year. Another improvement was related to the incisor unit, which reduced the consumption of oil by improving running efficiency. In ZJK Gist-brocades Pharmaceutical Co., Ltd and ZJK DSM? Pharmaceutical Co., Ltd, by improving efficiencies of facility systems, for example the compressor system by 8.5%, the chillers system from 80% to 94% and the running of the cooling tower one month ahead of schedule, 51TE improvements in capacity were achieved in the 3 summer months, equal to 588K in term of USD, while the consumption of electricity was reduced greatly, total energy consumption reduced over 15%. In 2008, further targets were set forth, i.e. reducing consumption of electricity by 18TJ/ year and reducing coal consumption by 87TJ/year, and more actions were planned accordingly, including improving the efficiency of the boiler system, optimizing the running of the steam system, further improving the efficiency of the cooling towers system and improving the temperature of brine water from -5°C to 0°C.

安全、健康和环境(SHE)培训

几年前，帝斯曼开始要求所有管理人员至少每五年必须参加一次“SHE领导力”培训课程。在2007年，我们制订了两个新的培训项目并在公司展开，包括新员工基本SHE技术培训(包括36个章节)和一线主管人员SHE的培训课程。

SHE training

DSM some years ago made it mandatory for all managers to take part in SHE Leadership training courses at least once every five years. In 2007, two new training programs were

技能，拓展了视野。正如来自南京帝斯曼东方化工有限公司(DNCC)的潘学松所言“参与环保平台，加强不同场地环保技术人员的交流与沟通，对增强自己的专业知识，开拓思维，培养工作乐趣非常有帮助”。

Internal Exchange and Learning: 2007 DSM China SHE Conference and DSM China Environment Platform

Annual DSM China Safety, Health and Environment (SHE) Conference was held in Shanghai from Feb. 7 to Feb. 8, 2007. Altogether 56 colleagues from 11 plants in China, headquarters in the Netherlands and the Shanghai office participated in the Conference, exchanging views and experience in safety, health and environment. About 80% of DSM's multi-year plan 2007-2009 and its 2010 environment goals rest with China and are very challenging. Mr Jan Zuidam, deputy chairman of DSM Global, attended the conference and gave a speech noting that DSM aims for long-term development and adopts identical standards in China as in the United States and Europe. He stressed that SHE and sustainability requirements apply to all employees, rather than producing and manufacturing personnel only. The agenda also included a professional section to SHE specialists, i.e ergonomics practice sharing and experience learning from SHE Platform America's.

The DSM China Environment Platform has come into being, with the committed support of the senior management of DSM China, for the purpose of promoting the exchange and

developed and widely carried out in China sites, including Basic SHE Training Course (consisting of 36 chapters) for new employees and First line supervisor training course.



应急演练

为了给今年的应急救援演练做好必要准备，同时也是为了提高员工的应急救援技能，增加员工在安全、健康方面的知识和保护意识，2007年的7月份，山东淄博新华-肯孚制药有限公司，新华医药集团和帝斯曼的合资公司，特别邀请了淄博市消防支队的消防专家和市职业病防治院的医师对员工进行了灭火和应急救援技能培训，员工通过和专家的面对面交流和实际动手操作，切实提高了应急救援技能，收到了良好的锻炼效果。帝斯曼维生素（上海）有限公司星火场地积极策划组织了星火开发区第一届消防运动会，参加单位达数十家之多，为提高整个开发区内从业人员的消防安全意识作出了贡献。

sharing of environment technology information within DSM China and better fulfilling DSM's environmental responsibility as a corporate citizen. The Platform is composed of environment technology engineers of DSM China. Through the Platform, environmental information can be shared more sufficiently and efficiently, and environmental technological data can circulate rapidly. The first meeting of the Platform took place on August 14 and 15, 2007, at the site of DSM Citric Acid (Wuxi) Limited, and ten colleagues from 6 sites of DSM China, as well as Prashant Gupata, an environmental specialist from DSM Corporate, attended the meeting. The agenda included an introduction to the environmental facilities at DSM China sites, sharing of experience in operation management, presentation of the latest developments in sewage and waste disposal, presentation of the latest environmental laws and regulations, and visits to pollutant treatment facilities. Thanks to the Platform, environmental technology personnel from various sites of DSM China have got to know each other better and have improved their proficiency and widened their horizons through discussions and exchange. As Pan Xuesong of DSM Nanjing Chemicals Limited (DNCC) put it, "The environment platform has strengthened exchange and communications among environmental specialists of various sites. It is very helpful to improve our professionalism, cultivate our vision and develop interest in our job."

利润 Profit

2007年帝斯曼在中国的销售额为9.56亿美元。中国的财务收支状况通过各个业务部门的渠道汇报，因此无法提供专门为中国所列的财务收支明细。但毫无疑问，帝斯曼在中国的表现作为帝斯曼各业务部门的盈利做出了不可忽视的贡献。

The Sales level in 2007 in China is USD 956 million. In China the profit and loss reporting is along the business lines. There is no separate result reporting about China. But all sites and business units in China contribute to the overall profitability of the business groups of DSM.

Emergency response drill

To prepare for the coming emergency & rescue drill, learn more emergency skills and improve employees' emergency awareness, Shandong Zibo Xinhua-Chemferm Pharmaceutical Co., Ltd invited experts on firefighting and first aid from local authorities and organized firefighting & first aid training with all employees involved. Through face-to-face communication and hands-on operation, the employees developed a better understanding of emergency response and the necessary skills. DSM Vitamins (Shanghai) Co.,Ltd in Xinghuo site sponsored the first fire fighting competition at Xinghuo development district, Shanghai, and tens of neighbor companies participated. The competition has well promoted both the fire fighting awareness and overall skill level in the district greatly.

欢笑中的安全培训

帝斯曼从多个方面提升员工的安全意识，其中培训是一个重要的方法。在培训的形式上，不再采用单一的课堂式的教学，而是寓教于乐，让员工在欢笑中增强安全意识。帝兴树脂（昆山）有限公司5月份的叉车安全培训在理论知识的培训后，安排现场员工分组进行了叉车技术的竞赛，采用在规定时间内用叉齿运送矿泉水等方式，让员工在欢笑声中，充分理解了所学的理论知识，并对日常的叉车操作进行了有效的交流。同是5月，张家口吉斯特-布罗卡德斯制药有限公司及张家口帝哈制药有限公司开展了以SHE的角色、行为安全和工作场所的安全分析（JSA）为主题的大型SHE活动，活动包括了竞争激烈的知识竞赛和精彩的节目表演，活动中工厂的姜彦菊师傅以讲述自己亲身经历的方式告诉员工安全是不容忽视的，小的意外也可以造成严重的后果。

Enjoyable SHE training program

In DSM, we use various methods to improve employees' SHE awareness, training being the most important one. Various skills are used in SHE training programs in order that the training process be enjoyable. In DSM Eternal Resins (KunShan) Co., Ltd, a forklift driving test was arranged during forklift safety training program. By transporting tiny bottles, the employees developed a better understanding of forklift operation and safety issues. In ZJK GIST-BROCADES Pharmaceutical Co., Ltd and ZJK DSM? Pharmaceutical Co., Ltd, a big event with topics on safety behavior, job safety analysis, SHE roles and so on was held in May. Many aspects such as SHE-related knowledge and employees' personal demonstrations were on the agenda. For example, an experienced operator demonstrated many kinds of unsafe situations he has experienced and revealed the fact that minor errors can lead to serious results.

总裁寄语 Message from President DSM China



蒋惟明
帝斯曼中国总裁
Weiming Jiang
President, DSM China

非常高兴从2007年开始，我们每一年都会在这里为大家讲述帝斯曼可持续发展报告中有关中国的故事。这些发生在中国的故事是帝斯曼全球可持续发展不可或缺并且尤为重要的组成部分，从各个角度说明了帝斯曼在中国所作的关于可持续发展方面的努力，也进一步肯定了公司战略**愿景2010——扬长补短**中对于在中国坚持长期可持续发展的承诺。

作为生命科学和材料科学领域的专业公司，帝斯曼致力于提高人类生活品质。在中国，帝斯曼的产品触及千百万人的日常生活。我们正在利用自己的创造力，知识和技能对社会趋势作出及时反应，使公司和公司周围的世界同时因此而受益。帝斯曼的3P原则People（人）、Planet（地球）、Profit（利润）推动着公司的可持续发展。该原则关注的是创造利润的增长、员工的持续发展、良好的企业公民行为以及对于自然资源的可持续应用的结合。

可持续发展是帝斯曼公司战略**愿景2010——扬长补短**中不可或缺的重要部分，在2007年9月对公司战略的中期评估中，

我们决定加速转变成成为生命科学和材料科学领域的领先专业公司。我们在该领域所拥有的雄厚的技术知识和稳固的市场地位为我们的进一步的增长和以市场为导向的创新打下坚实的基础，并提供源源不断的驱动力。我们的战略聚焦当今的世界四大趋势：气候和能源，健康与良好生活水平，功能与表现以及新兴经济体。每一个趋势都结合了日益增长的社会和环境需求。同时，中国作为最重要和最具发展潜力的新兴经济体，在这四方面的需求增长尤其迅速。这也要求我们的产品在整个生产过程中是可持续的产品：帮助我们的客户节约能源，减少温室气体和其它废物排放。通过提供创新解决方案满足市场需求，我们将保持可持续发展的商业模式，该模式也是我们作为负责任的企业公民的立足之本。

中国是帝斯曼集团实现**愿景2010——扬长补短**战略三大原动力的共同支柱，不论是以市场为导向的增长及创新、对新兴经济体的不断拓展，还是卓越运营方面，中国都发挥着重要作用。再怎么高估中国对于帝斯曼的重要意义都不为过。正如我们的可持续发展3P政策所倡导，帝斯曼正以多种方式在人，地球，利润三方面，与本土伙伴合作，共同推动中国的可持续发展事业。我们很高兴地看到，我们在这些方面已经取得了一些成绩。2007年，帝斯曼成为了中国可持续发展工商理事会（CBCSD）理事成员；我们位于江苏省无锡市的柠檬酸生产厂因为其在环保方面的突出表现被温家宝总理誉为“优秀企业公民”；我们在荷兰CRF（Corporate Research Foundation）公布的评选中再度当选为上海地区和北京地区“中国最佳雇主”之一；我们与联合国世界粮食计划署达成了合作伙伴关系，提供营养技术，产品支持和财力支援，帮助世界贫困人口解决营养问题，同时，帝斯曼通过营养促进项目（Nutrition Improvement Program）在兰州和承德的试点项目中，和卫生部，联合国以及当地政府合作，提供维生素和矿物质对面粉进行营养强化；我们与上海浦东张江高科技园区合作建设的未来中国总部，帝斯曼中国园区（DSM China Campus）在设计和运作中采用“绿色”设计，全力争取获得LEED标准（Leadership in Energy and Environmental Design，即“能源与环境设计标准”）的金质证书，以期成为中国首批获得LEED标准金质证书的建筑之一。

我们坚信，公司的可持续发展与环境 and 整个人类的可持续发展是密不可分的，任何一个企业都不可能在一个失败的世界里取得成功。同时，我也一直认为，每一个人都不仅仅为自己，也是为自己和身边的人而生活在这个世界上。我希望通过我们的努力，帝斯曼不仅成为一个长期成功的公司，并为周围的人们和整个地球的可持续发展做出贡献！

蒋惟明
帝斯曼中国总裁

我们欢迎您对本报告提出您的想法和建议，您可以通过电子邮箱：china.communications@dsm.com和我们联系。

It is a great delight for me that, every year since 2007, I have been able to tell stories about DSM's sustainability in China. These China stories, as an indispensable and essential part of the sustainable development of DSM, illustrate the efforts of DSM to achieve sustainability in China, and further confirm the long-term commitment of DSM to sustainable development in China, which is stated in our corporate strategy *Vision 2010: Building on Strengths*.

As an expert in Life Sciences and Materials Sciences, DSM is committed to the improvement of people's life. In China, our products are reaching into the daily life of millions of people. We are making the best of our innovative and creative competence, knowledge and skills in order to respond to social trends in a timely manner and therefore benefit both DSM and the world around us. The sustainability of DSM has been driven by our Triple P (People, Planet and Profit) principle, which attaches great importance to the simultaneous pursuit of profitable growth, employee development, corporate citizenship and sustainable utilization of natural resources.

Our sustainable strategy is an intrinsic part of our corporate strategy *Vision 2010: Building on Strengths*. In the mid-term evaluation report on the corporate strategy in September 2007, we decided to accelerate the transformation of DSM into a leading specialist in the fields of Life Sciences and Materials Sciences. Our technological knowledge and strong market positions in these areas create excellent opportunities for further growth and market-led innovation. Our strategy focuses on four global trends: Climate and Energy, Health and Well-being, Functionality and Performance and Emerging Economies. Each of them represents a complex of growing societal and environmental needs. For that matter, all those needs are increasing rapidly in China, an important emerging economy with great potential. So, our products along the value chain must be sustainable products which create energy efficiency and reduce greenhouse gas emissions and other wastes for our customers. Through providing innovative solutions that meet market needs, we will be able to maintain our sustainable business model, the basis for our efforts to be a responsible corporate citizen.

China is important pillar of DSM's corporate strategy *Vision 2010: Building on Strengths*. China is playing an important role in market-oriented growth and innovation, continuous exploration of emerging economies, and operation

excellence. The significance of China to DSM can never be overestimated. On the other hand, in line with our corporate vision, DSM is making collaborative efforts with our partners, by various methods and in terms of People, Planet and Profit, to promote sustainable development in China. We are delighted to have made some achievements in this regard. In 2007, DSM became a Board Member of the China Business Council for Sustainable Development (CBCSD). DSM Citrix Acid (Wuxi) Limited was recognized by Premier Wen Jiabao as a "Good Citizen" for its environmental performance, and we were rated by the Corporate Research Foundation (CRF) as one of China's Top Employers™ Shanghai and Beijing. We have entered into a partnership with the UN World Food Programme (UNWFP) in which we will provide nutritional technology and product as well as financial support in order to relieve nutritional problems among the world's most poverty-stricken people. Through pilot projects of our Nutrition Improvement Program in Lanzhou and Chengde, and in collaboration with the UN and local governments, we have been providing flour enriched with vitamin and minerals. DSM China Campus, a cooperation project between DSM and Zhangjiang Hi-tech Park, has started construction, and "green principles" have been applied to the design and operation of the project which will aim to achieve 'Gold' certification within the LEED (Leadership in Energy and Environmental Design) program.

We firmly believe that the sustainable development of a business is closely tied to the sustainability of the environment and the human race. No business can succeed in a world that fails. Meanwhile, I have always held the opinion that everyone is living in this world not only for himself but also for the people around him. We hope that, through our efforts, DSM will make contributions to the sustainable development of local communities and the planet while achieving long-term success for itself.

Weiming Jiang
President, DSM China

We welcome any suggestions regarding this report. Please feel free to contact us at: china.communications@dsm.com.

建立于可持续发展理念上的业务发展和战略： 可持续发展与愿景2010

A sustainable strategy for a sustainable business: Sustainability and Vision 2010



2007年9月，荷兰皇家帝斯曼公司新组成的董事会对外宣布了一系列关于公司发展战略的重要决定：帝斯曼将加速向生命科学与材料科学公司转型，并提高公司业务增长目标。这些决定是基于早先进行的愿景2010——扬长出击公司战略中期评估的结论上做出的。在提速后的愿景2010战略中，帝斯曼将继续推动可持续发展政策，即3P政策。3P政策不仅关注利润，还关心人和地球。公司在可持续发展方面业已跻身全球领导者之列，保持该领域的领导地位依然将是帝斯曼的重点。

In September 2007, the newly composed Managing Board of Royal DSM N.V. announced a series of important decisions concerning its corporate development, adopted on the basis of the earlier mid-term evaluation of the *Vision 2010: Building on Strengths*. DSM will accelerate the shift to Life Sciences and Materials Sciences company and raise its growth targets. In the accelerated *Vision 2010* strategy, DSM will continue to pursue its sustainability policy, paying keen attention to the effect of its activities not just on Profit, but also on People and the Planet. The company ranks among the global leaders in sustainability, and retention of global leadership in this area will be an ongoing priority for DSM.

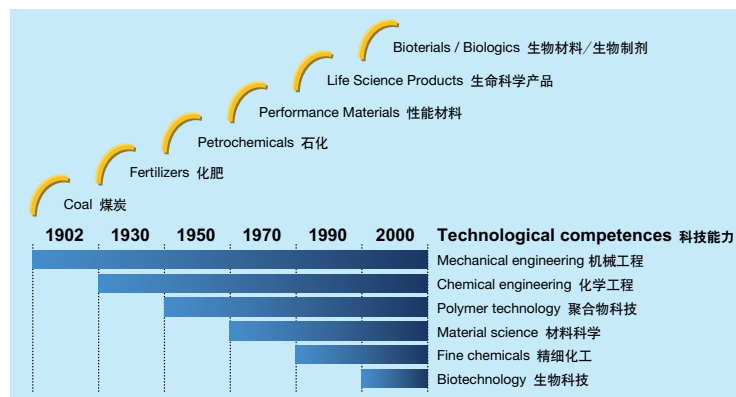
一个勇于变革的公司

帝斯曼的历史是跨越一个世纪成功变革转型的历史。从最早的矿业公司到基础化学品，到石油化工，直到最近的生命科学和材料科学的专业公司，帝斯曼显示和证明了自己在发展业务的同时不断调整业务领域的卓越才能。如今，公司面临的挑战是如何实现下一步的战略目标：愿景2010。在此挑战中也蕴含着巨大的机遇。2007年9月，帝斯曼董事会宣布了基于愿景2010——扬长出击公司战略中期评估的结论所做出的重要决定：帝斯曼将加速向生命科学（包括营养和制药）以及材料科学（性能材料）的专业公司转型。这一转型将使帝斯曼能够在营养、健康和新技术材料领域更好的满足未来社会的需求，从而促进人们生活质量以及环境指标不断提高。同时，帝斯曼再次重申可持续发展目标，节能目标翻番，从每年1%增长到每年2%，以帮助减少生态足迹。

Our changing company

DSM boasts a history of successful innovations and

transformations over a century. It started as a mining company, then turned to basic chemicals, then to petrochemicals, and finally became a specialist in Life Sciences and Materials Sciences, as it is now. DSM has demonstrated and proved its excellent ability to develop its business and adjust its business sectors at the same time. Now the challenge facing DSM is how to achieve the next strategic goal: *Vision 2010*. The challenge implies a huge opportunity. In September 2007, DSM announced some important decisions on the basis of the mid-term evaluation of the *Vision 2010: Building on Strengths*: DSM will accelerate the shift to a Life Sciences (Nutrition and Pharma) and Materials Sciences (Performance Materials) company. This shift will enable DSM to meet the needs of tomorrow's society in areas such as nutrition and health, as well as advanced materials to improve the quality of life and the environment. Meanwhile, DSM reiterated its goal of sustainable development and its commitment to raise its energy savings target from 1% to 2% per year so as to reduce its eco-footprint.



加速实现愿景2010

当今社会聚焦气候和能源，健康与良好生活水平，功能与表现以及新兴经济体四大趋势，每个趋势都结合了日益增长的社会和环境的可持续发展需求。帝斯曼致力于提高人类生活品质，满足这些不断增长需求。上调愿景2010——扬长出击战略的既定目标，显示出帝斯曼挖掘自身潜力的雄心和迫切需要。帝斯曼的市场领先地位以及在生命科学和材料科学领域的专业技术知识构成了我们所独有的增长及创新基础，同时也保证了高度的可持续发展水平，是实现愿景2010雄心勃勃目标的根本所在。

尤其是在生物科技和生物材料领域，帝斯曼正立于生物基材料和可再生资源开发和生产的最前沿。愿景2010——扬长出击战略所界定的四个新兴业务领域，包括白色生物科技，特种包装材料，生物医学材料和个性化营养，正符合了这一发展方向。帝斯曼正在为取得白色生物科技领域的全球领导地位而努力。公司将开拓利于环保的帝斯曼白色生物科技的生产能力，这一技术利用可再生性资源进行生产，因此可实现兼

顾地球利润目标。在人的方面，帝斯曼将坚持**愿景2010**——**扬长补短**战略中的员工多样化和国际化进程，使企业文化的发展更上层楼。

此次战略性调整对于帝斯曼全球包括中国都具有里程碑式的意义。新战略和新目标无疑具有挑战性，但正契合了飞速发展的中国市场对于健康、环境、能源提出的新要求和新课题，也是实现帝斯曼在中国长期业务发展的必然要求。未来几年中，帝斯曼将继续增加对中国的投入，同时深化与本地企业之间的合作，促使目标顺利完成。

Vision 2010 strategy update

International communities now focus on four global trends, namely Climate and Energy, Health and Well-being, Functionality and Performance and Emerging Economies. Each represents a complex of growing societal and environmental needs. DSM is committed to a better life for people and will endeavor to meet increasing demands for such purpose. The acceleration of the *Vision 2010: Building on Strengths* strategic agenda reflects the ambition and urgent imperative of DSM to further explore its potential. DSM's market leadership and technological expertise in Life Sciences and Materials Sciences give it a unique base for growth and innovation, and guarantee its sustainability on a high level, which is in turn a basis of the ambitious goal of the *Vision 2010* strategy.

In the sectors of biotechnology and biomaterials in particular, DSM is right on the cutting edge of development and production of bio-based materials and renewable resources. The four emerging sectors defined by *Vision 2010: Building on Strengths*, industrial (white) biotechnology, specialty packaging, biomedical materials and personalized nutrition, represent the efforts of DSM in this regard. Right now, DSM is endeavoring to position itself as a global leader in the area of white biotechnology. DSM will try to expand its capacity for environment-friendly white biotechnology that produces on renewable resources so as to achieve the goals concerning both Planet and Profit. Regarding People, DSM is trying to build a diverse and international workforce as stated in *Vision 2010: Building on Strengths* and further improve its corporate culture.

This strategic adjustment is a milestone for DSM global including DSM China. The new strategy and new goals are no doubt challenging, but they conform with the new requirements and new issues that a rapidly growing Chinese market has raised for health, environment and energy, and represent the needs for DSM's long-term development in China. In the coming years, DSM will continue to step up investment in China and better cooperate with local businesses in order to accomplish the accelerated agenda.

帝斯曼的可持续发展战略

帝斯曼的可持续发展战略建立在公司价值观的基础之上，涵盖了有价值的伙伴关系，对人的尊重和良好的企业公民这些价值观。这也意味着在日益严格地遵守规章制度要求和社会期许的同时，我们正努力利用创新解决方案满足当今社会的需求，从而推动我们的可持续发展的进程。进入新的市场和建立新的商业模式，例如，金字塔底部项目，就是其中的一部分。同时，我们还不断改进对我们整个价值链的有效管理，减少生态足迹。除此之外，为了适应气候变化研发生产新型产品。最近的例子是在汽车工业中广为应用的减轻车体重量的性能材料，以及在牛奶加工过程中所引入的有效解决亚洲人对牛奶产生的“乳糖不耐症”的Maxilact酶。

DSM's Sustainability Strategy

DSM's sustainability strategy is based on three core values: Respect for People, Valuable Partnerships and Good Corporate Citizenship. While meeting ever more stringent regulatory requirements and ever higher societal expectations, DSM is striving to meet current and future unmet needs with innovative solutions. Entering new markets and developing new business models – for instance, the Base of the Pyramid – is one component of this thrust. Another matter is the ongoing improvement of the company's eco-footprint and the effective management of its entire value chain. Still another important element of DSM's sustainability strategy is the development of innovative new products in response to climate change. Recent examples are the development of weight-cutting performance materials for the automotive industry, and Maxilact[®], which makes it possible to produce digestible milk products for lactose sensitive consumers, especially in Asia.

可持续发展的组织

从减少风险的角度，更重要的是从把握机遇的角度来说，可持续发展和SHE（安全，健康和环保）是帝斯曼**愿景2010**战略和目标中不可分割的一部分，所有的职能机构都将可持续发展的内容规范并融合到其日常的操作中，从研发机构，到采购，生产以及市场和销售的各个职能。

可持续发展是董事会的首要职责。由董事会副主席杨赞德主管这方面的工作。他同时也主持公司SHE（安全，健康和环保）委员会，对帝斯曼的SHE政策给出指导意见。SHE委员会得到了SHE理事会的支持，该理事会的成员包括了所有业务组SHE经理，由公司SHE和生产副总裁主持。SHE理事会在发展SHE实践，促进沟通上起了非常重要的作用。帝斯曼在公司和基层场地等各个层面都设置了安全，健康和环保的职能，由专人负责，对所有业务部门的直线经理提供相关支持。在中国，在中国SHE部门的支持和协调下，各生产场地也积极投入到安全，健康和环保工作中。

不仅如此，董事会的成员们也各自负责不同的与可持续发展相关的项目，如由潘仕凡负责的与世界粮食计划署的合作，由谢白曼负责的多样化和国际化和由杨赞德负责的金字塔底部项目。

建立于可持续发展理念上的业务发展和战略：

可持续发展与愿景2010

A sustainable strategy for a sustainable business:

Sustainability and *Vision 2010*

Organization of Sustainability

Sustainability and SHE (Safety, Health and Environment) are integrated into DSM's *Vision 2010* strategy and objectives. As sustainability is an integrated part of the company's strategic agenda (to reduce risks, but above all to capture opportunities), all functional disciplines incorporate sustainability topics in their approaches - from Research and Development, through Sourcing and Manufacturing to Marketing and Sales.

Sustainability is championed by the entire Managing Board, with Jan Zuidam, Deputy Chairman of the Managing Board, as the primary focal point. He also chairs the Corporate SHE Committee, which advises on DSM's SHE policy. The Corporate SHE Committee is supported by the DSM SHE Council, which is composed of all business group SHE managers and chaired by the Vice President Corporate SHE and Manufacturing. The DSM SHE Council plays an important role in developing practices and communications regarding SHE issues.

Furthermore, members of the Managing Board chair various sustainability-related projects, such as the World Food Programme (Stephan Tanda), Diversity and Internationalization (Feike Sijbesma) and Base of the Pyramid (Jan Zuidam).

帝斯曼以创新科技推动可持续发展，鼎力支持中外跨国公司CEO圆桌会议

应全国人大常委会副委员长成思危之邀，荷兰皇家帝斯曼集团董事长谢白曼先生于2007年11月17日在北京召开的第一届中外跨国公司CEO圆桌会议上致开幕词，并重申了帝斯曼对于中国可持续发展事业的郑重承诺。谢白曼先生还受邀担任此次圆桌会议的副主席，并与成思危副委员长一同担任工业与贸易行业分论坛的联合主席。于11月16日至18日举行的中外跨国公司CEO圆桌会议由中国国际跨国公司研究会主办，是跨国公司共同探讨中国重要事务的平台。此次圆桌会议的主题是“加强国际合作，推动可持续发展”。来自世界500强企业和中国500强企业的超过200名CEO，与各国驻华使节和中国政府代表汇聚一堂，共商中国发展大计以及如何加强合作，实现共赢。谢白曼先生在发言中指出，“积极支持此次圆桌会议，充分表明了帝斯曼对于中国长期可持续发展事业的承诺。伴随着中国经济快速增长，公众注意力也将越来越多地转移到诸如食品安全，环境保护，创新和知识产权，以及人才发展等问题上来。帝斯曼致力于通过将创新技术带到中国，推动这些问题的解决，并提高人们的生活品质。”

DSM shares experiences of sustainable development in China with business leaders at the International CEO Roundtable

At the invitation of Cheng Siwei, Vice Chairman of the Standing Committee of the National People's Congress, Chairman of the Managing Board of Royal DSM N.V. Feike Sijbesma delivered the opening speech of the 1st International CEO Roundtable of Chinese and Multinational Corporations in Beijing to underline DSM's commitment to China's sustainable development.

The International CEO Roundtable (16-18 November, 2007) is organized by the China International Institute of Multinational Corporations as a platform for multinational corporations to discuss important issues in China, and the topic of this 1st CEO Roundtable was "Equality, Credibility, Cooperation and Win-Win". More than 200 CEOs from both Fortune 500 companies and Top 500 Chinese companies gathered with representatives from the Chinese government, foreign heads of state and international envoys to create a dialogue about China's development and to promote mutual cooperation and win-win goals. Mr. Sijbesma was invited to act as Co-Chairman of the Roundtable and to serve as Mr. Cheng's co-chair for the Roundtable of Industrial and Commercial leaders.

"To support this roundtable clearly demonstrates our commitment to the long-term sustainable development of China," said Mr. Sijbesma. "As China's economy continues to grow rapidly, public attention will increasingly concentrate on issues such as food safety, protection of the environment, innovation and intellectual property rights, and people development. DSM is dedicated to bringing to China innovative technologies to support its efforts to address these issues and improve the quality of people's life."

In his speech, Mr. Sijbesma also urged international business leaders to find inspiration and direction from the spirits represented by the mascot creatures Fu Wa: progress, enthusiasm, health, good fortune and partnership. These elements can guide the actions of international and Chinese companies to work together and find mutually beneficial solutions for China's future.



中国故事 China stories

温家宝总理称赞帝斯曼柠檬酸（无锡）有限公司为“优秀企业公民”
Premier Wen Jia Bao recognizes DSM Citric Acid (Wuxi) Limited in China as ‘Good Citizen’



潘星，帝斯曼柠檬酸（无锡）有限公司特别项目经理：“看到温总理来到我们的场地，我很激动，也很骄傲。我在公司工作了十多年，每一天都能感受到公司在保护环境和对人的关爱方面所做的努力。组织和社区的沟通，和幼儿园孩子们联欢都是我日常工作的一部分，能为公司，为周围的人做出自己的贡献，我感到非常自豪。”

“We felt thrilled and proud to see Premier Wen visiting our site. I have been working on the site for more than ten years, and every day I can sense the attention the plant pays to the environment and its care for the people. Communications between the organization and the communities and happy gatherings with kindergarten children are part of our routine operations. I’m really proud to be able to contribute to the plant and the people around me,” said Pan Xing, Special Project Manager of DSM Citric Acid (Wuxi) Limited.

2007年6月29日，中华人民共和国国务院总理温家宝在江苏省省委书记李源潮和省长梁保华陪同下参观了帝斯曼柠檬酸（无锡）有限公司，表扬公司在环保方面的杰出表现，对于帝斯曼为当地社区和环境做出的贡献表示了由衷的感谢，并称赞公司是“优秀企业公民”。

帝斯曼中国总裁蒋惟明以及帝斯曼柠檬酸（无锡）有限公司总经理诸琳瑛带领考察团参观了整座工厂，特别是公司的环境保护设施。帝斯曼与政府之间在环境保护方面良好合作，共同推动可持续发展给到场领导留下了深刻的印象。温总理首先听取了公司概况和环保节能减排项目的介绍，接着来到脱硫控制室，观看烟气脱硫环保在线仪表，最后总理来到了污水排放口，观看了帝斯曼同无锡市政府联合建立的在线排放监控系统在线仪表。帝斯曼柠檬酸（无锡）有限公司总经理诸琳瑛女士表示：“可持续发展是帝斯曼的责任，我们要做好公民。”

自1998年起，公司不断投资环境保护工程，累计投资金额达人民币4,740万元。通过公司全体员工齐心协力以及同无锡政府的密切合作，公司严格遵守地方的法律法规，并且有信心维持并进一步提高在环保工作方面的成效，符合地方以及帝斯曼内部标准的工作流程，以确保以安全、可追溯同时稳定可靠的方式生产出高质量的产品。

除了在环保设施上加大投入，和当地政府和主管部门密切合作，帝斯曼柠檬酸（无锡）有限公司还积极组织与周围社区的沟通互动。公司员工希望能够帮助公司附近社区的打工仔

女“希望幼儿园”改善简陋的设施，给小朋友们一个愉悦的学习环境和快乐的童年。2005年，在公司的资金支持下，幼儿园的水泥操场变成了新的塑胶操场、大型游乐设施多了起来、教室也安装了空调设备。此后每一年，孩子们在“六一”的时候都会收到来自帝斯曼的T恤衫、食品、书籍等馈赠，而公司员工更是带上自己的子女与幼儿园的孩子们共同欢度儿童节。自2003年开始，公司每年两次邀请周围社区居委领导，居民代表，负责社区环保工作代表，无锡环保局环保监察大队工作人员到公司参加沟通会。沟通会上，公司总经理和部门领导汇报工厂的环保工作，并听取社区对公司的意见和评价，双方交流对现有问题的看法和解决办法。去年十月，场地迎来了第一个邻居开放日，开放场地给周围社区居民参观，进一步地拉近了和周围社区的距离，加强了双方的交流和互动。

On 29 June 2007, Premier of the State Council of the Peoples Republic of China Mr. Wen Jia Bao, accompanied by Mr. Li Yuan Chao, Party Secretary of Jiangsu Province and Mr. Lian Bao Hua, Governor of Jiangsu Province, visited DSM Citric Acid (Wuxi) Limited in recognition of its outstanding environmental protection performance. Premier Wen Jia Bao expressed his thanks to DSM for its contribution to the local society and environment and recognized the company as a 'Good Citizen'.

Jiang Wei Ming, President of DSM China and Ms. Zhu Lin Ying, General Manager of DSM Citrix Acid (Wuxi) Limited, guided the commission on a tour of the plant and in particular the company's environmental facilities. The officials were deeply impressed by DSM's sustainable way of development in close cooperation with the government. After an introduction of the company profile and its environmental performance, Premier Wen Jia Bao visited the desulphurizing and dedusting system, and then the online emission monitoring system set up jointly with the local Wuxi government. "DSM regards sustainable development as our responsibility," said Ms. Zhu Lin Ying, GM of DSM Citrix Acid (Wuxi) Limited.

Since 1998, a total of RMB 47.4 million has been invested in the company's environmental protection projects. With the commitment of all the staff and close co-operation with the local Wuxi government, DSM Citric Acid strictly comply with local law and regulations and are confident in maintaining and improving their outstanding SHE performance. Working in accordance with local and DSM standards enables the company to manufacture high quality products in a safe, traceable and reliable manner.

Besides increasing investment in environment protection facilities, fostering closer cooperation with the local government authorities in charge, DSM Citric Acid (Wuxi) Limited has sponsored community programs with the surrounding neighborhoods. Employees of DSM wish to improve the shabby facilities of a Hope Kindergarten for children of migrant workers in a nearby neighborhood, so that those children may enjoy a pleasant learning environment and a happy childhood. In 2005, with the financial support of the company, the concrete floor of the kindergarten's playground

was turned into a new rubber floor, many recreational facilities were built, and the classrooms were equipped with air conditioners. On every Children's Day ever since, the children receive gifts, such as T-shirts, food or books, from DSM, and our employees have brought their own children to the kindergarten to share the happy day with the children there. Since 2003, for every half year the company has invited local community and resident representatives, SHE staff in the community and officials from the inspection team of Wuxi Environment Bureau to a communication session. In this regular session, the General Manager and Department Managers report the company SHE activities, ask the advice from community and exchange ideas with the representatives for further improvement. In Oct 2006, the company has its first open day welcoming the visits from all residents in the neighborhood, which has greatly enhanced the liaison and interactions between the company and neighbors.

帝斯曼在无锡工厂主要生产柠檬酸，该产品是食品及饮料行业广泛应用的一种添加剂。帝斯曼将为客户提供优质的配料作为自己的优先要务，致力于保证原料采购、生产过程以及产品规格的可追溯性以及可靠性，因为这些因素对于当今的营养配料市场具有日益重要的意义。

工厂配备了大量环保设施，其中包括：一座废水处理站、一套冷却水循环系统以及先进的锅炉烟气处理设施。由于安装了脱硫和电除尘系统，使二氧化硫的排放量减少了60%，粉尘的排放量减少了95%。每年分别减少排放350吨和250吨。汽轮发电机的循环冷却水项目水循环利用率达到97%以上，可以每年节水1440万吨。公司还积极回收生产过程中产生的副产物，每年回收10万吨硫酸钙，5万吨发酵后的菌丝体。公司污水厂的厌氧污泥被广泛用作国内其他污水厂的启动菌种，每年可以销售污泥2000吨。

At the Wuxi site DSM produces citric acid, an ingredient widely used in the food and beverage industry. DSM places a high priority on providing its customers with first quality ingredients, with guaranteed traceability and reliability about sourcing and manufacturing, specifications which are of increasing importance in today's markets for nutritional ingredients.

The environmental facilities at this site include, among others, a waste water treatment plant, a recycling system for cooling water and state of the art boiler flue gas treatment facilities, and a desulphurizing and dust removal system. Through the desulphurizing and dust removal system, more than 60% of SO₂ and 95% of dust is removed, which means an annual reduction of 350T and 250T respectively. By recycling cooling water for the generators, more than 97% of water is reused, which means the consumption of raw water is reduced by at least 14400KT/A. By reusing by-products, 100KT of CaSO₄ and 50KT of mycelium are reclaimed annually. The sludge from the WWTP is also used as inoculated sludge for other anaerobic WWTP and reaches sales of 2KT each year.

中国故事 China stories

帝斯曼和孩子们
DSM and children



“火炬”梦想的员工代表蔡中华：“对人的尊重，对人的发展，安全和健康的关注代表着帝斯曼可持续发展的企业精神，我们要将这一观念延伸到帝斯曼以外的世界。”

Cai Zhonghua, a representative of employees engaged in The Torch, said: “Respect for people, and for the development, safety and health of people, represents the corporate spirit and pursuit of DSM for sustainable development, and we shall extend this same concept beyond DSM as such.”

聊城团市委希望工程办公室主任赵为民：“我们非常感谢帝斯曼公司和公司的员工为当地的教育做出的贡献。帝斯曼对人的尊重和关怀不仅局限于公司内部，也体现在更广泛的人群上。希望通过这样的企业公益性活动，更好的扶持当地的教育，为贫困地区的长期发展打下教育和人才基础。”

“We are indebted to DSM and its employees for their contribution to education in the local area. It is obvious that DSM’s respect and care for people have overflowed from their own organization to the surrounding communities. We hope that benefit activities like these sponsored by businesses can improve local education, and form a base for the long-term development of poverty-stricken areas like these,” said Zhao Weimin, Director of Project Hope Office of the Youth League Committee of Liaocheng.

携手希望工程，实现员工梦想，帝斯曼“火炬”行动捐资十万元关注农村儿童教育。

2007年6月1日儿童节，来自帝斯曼中国营养产品的5名员工在山东聊城实现了他们的“火炬”梦想，由帝斯曼（中国）有限公司与聊城团市委希望工程办公室合作，在聊城捐资十万元设立的“帝斯曼聊城教育基金”成立仪式在山东聊城莘县俎店乡中心小学举行。

随着帝斯曼（山东）维生素有限公司于2006年在山东聊城建成投产，帝斯曼对本地社区发展也投入越来越多的关注和支持。公司员工们积极响应帝斯曼全球“火炬”行动，提出了在当地建立“帝斯曼聊城教育基金”的梦想，致力改善聊城贫困地区教育条件，让孩子有学上、有书读。

该建议得到了帝斯曼公司在财力和人力上的大力支持和所有中国员工的积极响应。由公司捐资十万元设立的“帝斯曼聊城教育基金”将分两年实施。2007年帝斯曼基金将用于在聊城莘县的两所贫困小学设立帝斯曼希望工程图书室，并给每个图书室配备一台电脑。印制2000本笔记本赠送给聊城莘县贫困初中生，该笔记本中含有介绍维生素基本知识和养殖技巧的中英文彩页，可以帮助初中生在学习英语的同时增长日常生活知识。为配合希望工程图书室的建立，帝斯曼在内部员工中间发起了“爱心图书捐赠”活动。收集的4千余本图书在基金成立仪式上被一并赠送给学校。帝斯曼将根据基金实施情况与聊城团市委希望工程办公室进一步商定2008年的捐赠计划，并致力将该基金转为长期的可持续性希望工程项目。



Joining hands with Project Hope and fulfilling the dream of our employees, DSM's Torch project has donated RMB 100,000 to the education of children in the countryside.

On June 1, 2007, Children's Day, five employees from DSM China Nutrition Products fulfilled their "Torch" dream in the city of Liaocheng, Shandong Province. In cooperation with the Youth League Committee of Liaocheng, DSM contributed RMB 100,000 to set up a DSM Liaocheng Educatuion Foundation and the inauguration ceremony was held in the Central Primary School of Zudian, a town of Liaocheng.

Since DSM (Shandong) Vitamin Ltd. started production in Liaocheng in 2006, DSM has paid more and more attention to and given more support to the development of local communities. Its employees are enthusiastic about The Torch, a global movement of DSM, offering to set up a DSM Liaocheng Educatuion Foundation in order to improve the education facilities in poor areas of Liaocheng so that children there are able to attend school.

The proposal has won strong financial and logistic support from DSM and all its employees in China. DSM will pay RMB 100,000 for the Foundation within two years. This year, DSM Education Foundation set up a DSM Project Home Library in each of two poor primary schools and equipped each library with a desktop computer. The Foundation also produced 2,000 notebooks for poverty-stricken elementary students in Xin County, a county under the jurisdiction of Liaocheng. The notebooks contain color pages bearing basic knowledge about vitamin and reproduction in English, so that students can learn English and knowledge about their life. Employees of DSM initiated an enthusiastic movement of donating books to the libraries, and altogether 4,000 books have been received and distributed to the schools. With an eye to future development and operation of the Foundation, DSM will draw up a contribution plan for 2008 through consultation with the Project Hope Office of the Youth League Committee of Liaocheng, and aims to turn the Foundation into a sustainable Project Hope initiative.

The Torch 帝斯曼“火炬”行动
Index : The Torch Action of DSM

“火炬”行动始于2002年，帝斯曼公司百年诞辰之际，是为了庆祝公司百年诞辰而启动的“梦想行动”的一部分。秉承“分享我们的梦想，分享我们的才智”这一理念，分布在30个国家的近1,100名帝斯曼员工，共提交了关于改善周围社区实际存在问题的700多份“梦想”方案。获选的梦想可通过帝斯曼提供的时间和资金等各项支持得以实现。这项实现员工帮助他人的梦想的项目进一步激发了“火炬”行动的灵感。

目前，帝斯曼的每个分支机构都设有一位“火炬代表”，“火炬”在帝斯曼全球的分支机构间传递，鼓励所有员工分享他们的梦想。2006年，“火炬”评审委员会收到70余个高质量的2007至2008年度的“火炬”项目计划。30个项目最终获选，它们来自帝斯曼公司分布在世界各地的不同业务集团，其中来自中国的三个“火炬”行动已被纳入2007年至2008年的行动计划中。

The Torch initiative is an idea of the Dream Action launched by DSM in 2002 on the occasion of its 100th anniversary. It inspired over 1,100 DSM employees in 30 countries to submit more than 700 ideas for improving the world around them and show how they themselves could actively contribute to this improvement. Finally, several dreams were selected for nomination, and DSM gave them the time and the money to realize their dreams. The initiative by which employees may help others to fulfill their dreams will further inspire more dream actions.

At present, each division of DSM has a Torch member and the Torch is relayed among global divisions of DSM, encouraging all its employees to share their dreams. In 2006, the Torch Review Committee received over 70 high-quality Torch projects and plans for 2007-2008, and finally 30 of them were approved, coming from different business groups across the world, including three Torch projects from China.



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帝斯曼和孩子们
DSM and children



中国疾病预防控制中心食物强化办公室副主任霍军生研究员：“改善城市打工群体及其子女的营养状况，并借此带动全社会对公众营养问题的关注是一项长期而艰巨的任务。我们需要更多像帝斯曼这样的优秀企业大力支持，以其专业的知识及创新性产品来共同促进公众营养事业的发展，从而提高国民整体的生活品质。”

“Improving the nutritional status of migrant workers and their children and raising society’s awareness about the issue of public nutrition is a long and arduous task,” said Professor Huo Junsheng of FFO. “We need the support of more outstanding enterprises like DSM Nutritional Products. Their professional expertise and innovative products will help foster the development of public nutrition and raise the nation’s overall quality of life.”

“维力米®”助力打工子弟营养改善，帝斯曼“主食强化”关注国民健康

2007年12月13日，中国疾病预防控制中心食物强化办公室（FFO）发起的“打工子弟学校学生多种强化食品综合营养素干预项目”在京正式启动。作为该项目的支持者和参与者之一，帝斯曼公司通过旗下的营养促进项目（NIP），为该项目试点北京蒲公英打工子弟学校免费捐赠为期8个月，累计32吨含有营养米颗粒“维力米®”的强化大米，帮助改善该校学生的整体营养状况，同时积极协助疾控中心进行营养干预方面的研究，推进中国公众营养事业的发展。

以专长回馈社会、促进国民健康水平的提高是帝斯曼长久以来的心愿。参与“打工子弟学校学生营养改善项目”，并向试点学校捐赠帝斯曼和布勒集团合作研发生产的创新营养强化主食类产品维力米®，是帝斯曼坚持以“主食强化”改善全民营养健康状况理念的延续。

调查显示，在我国农村剩余劳动人口大量涌入城市谋生的今

天，日渐壮大的城市打工群体及其子女的生活条件和就学环境仍相对艰苦。针对这一现状，FFO于2007年6月发起了“打工子弟学校学生多种强化食品综合营养素干预项目”，通过对打工子弟学校进行营养宣教和营养干预，探索解决打工人群孩子们营养问题的可行途径，并借此提高打工人群的营养意识，从而帮助改善这一特殊人群的整体营养状况。该项目已得到了社会有关方面的高度重视和支持。部分国际组织及优秀企业积极以项目合作伙伴的身份参与，并向试点学校免费提供各类营养强化产品。

帝斯曼期待着与疾控中心和业界伙伴们紧密合作，通过不懈努力，切实提高国人的膳食营养水平，使更多的中国百姓受益。

“NutriRice®” helps improve nutrition for migrant workers’ children, DSM’s “enriched staple food” promotes national health

On December 13, 2007, “Nutrition Improvement for Students at Migrant Workers’ Children Schools” was officially launched in Beijing by the Chinese Center for Disease Control and Prevention (CDC)’s Food Fortification Office (FFO). As a major supporter and participant in the project, DSM Nutrition Improvement Program (NIP) donated 32 tons of enriched rice which contained NutriRice® to Dandelion School – a pilot program for the project. The eight-month program aims to improve the overall nutritional status of the school’s students, while also serving as the basis for CDC’s research in nutrition intervention.

An ongoing hope at DSM is to be able to use our expertise to repay society by fostering the improvement of national health levels. By participating in the ‘Nutrition Improvement for Students at Migrant Workers’ Children Schools’ project and donating our innovative enriched staple NutriRice®, developed and produced by DSM and Buhler, to the school, we continue our commitment to improving national nutritional status through enriched staple foods.

Research has shown that migrant workers’ living conditions and their children’s educational environment are still relatively harsh, especially as more and more workers leave rural areas to find work in cities. The CDC’s “Nutrition Improvement for Students at migrant workers’ Children Schools” project was first initiated in June 2007. The goal of the program was to find feasible ways to resolve the nutrition issues of migrant workers’ children and raise their awareness about nutrition needs through education and intervention at schools for migrant workers’ children. The project has received considerable attention and support from the public, and international organizations and enterprises actively participate as partners, providing a free supply of various enriched food.

DSM looks forward to continuing our close cooperation with the CDC and our industry partners to help raise the nutrition level of the Chinese people.



营养促进项目

针对当前全球发展进程中关涉人类健康的重大命题——“营养不良”，作为世界维生素研究和生产领头人的帝斯曼营养产品部开创了营养促进项目（NIP）来积极应对这一挑战。作为帝斯曼在全球的可持续性发展工作之一，帝斯曼营养促进项目（NIP）旨在通过提供其知识及技术的支持、与政府部门、非政府组织、私营部门合作，为营养缺乏的人群提供可持续的营养改善模式。

帝斯曼营养促进项目提倡以维生素和矿物质进行食品强化的方式来改善营养素的缺乏，其成本低廉、安全有效并有很好的可持续性，并与中国政府通过主食强化来改善国民整体营养状况的计划相吻合。自2003年起，营养促进项目与中国相关政府部门合作，推进面粉强化计划，已有约4亿多人从此计划中获益。同时，营养促进项目也正在南美洲、非洲、亚洲等多个国家和地区发挥着显著作用。

Nutrition Improvement Program (NIP)

Nutrition Improvement Program (NIP) is a program initiated by DSM Nutritional Products Ltd., the global leader in vitamin research and production, to tackle a major issue that challenges human health in the process of globalization: malnutrition. As one of our efforts to achieve sustainable development across the globe, NIP aims to create a sustainable model of nutrition improvement for people suffering from malnutrition or nutritional deficiency through knowledge and experience support and cooperation with government agencies, NGOs and the private sector.

NIP advocates improvement of nutrition by fortifying food with vitamin and minerals, and is therefore cost-effective and sustainable, and most notably conforms with the Chinese government's plan to improve the nutrition of its people. Since 2003, in collaboration with relevant departments and agencies of the Chinese government, NIP has implemented its flour fortification plan, which has benefited more than 400 million people. Meanwhile, NIP is playing very positive roles in many other countries and regions in South America, Africa and Asia.

中国故事 China stories

帝斯曼工程塑料（江苏）有限公司致力于创造更清洁的生产环境与社区环境
The environment-friendly story of DSM Engineering Plastics (Jiangsu) Co., Ltd.

帝斯曼工程塑料（江苏）有限公司是一家帝斯曼全资所有的企业，主要生产Stanyl®、Arnite® TPEI、Akulon®、Arnite® PBT等高性能产品。在发展过程中，工厂一直致力于创造清洁的环境。

2006年，工厂通过了帝斯曼总公司的COA审核，获得了ISO14001环境管理体系认证，并于同年取得了SONY绿色伙伴认证（SONY Green Partner），标志着公司的环境保护管理体系满足了帝斯曼、国际客户及专业机构的要求。

2006年，在迁移至新址的过程中，工厂以对环境高度负责的态度组织了对新、老厂区土壤和地下水的环境调查（国家现有法律法规对此尚无强制要求），并且参照荷兰标准（当时国家也没有具体的标准）对老厂区中部分测试结果不佳的土壤进行了无害化处理，整个过程耗资数十万元。工厂用实际行动履行了对清洁环境的承诺。

2007年刚刚落成的聚酰胺-6项目采用了与荷兰埃曼的帝斯曼工厂相同的环保标准与工艺，主要生产设备从国外引进，整个生产线具有生产连续化、产量高、质量好、占地少的特点。在荷兰，帝斯曼工厂遵守当地的“能源效率条约”的要求，使得其能源效率达到世界前十位水平。聚酰胺-6工厂借助帝斯曼已有的优秀设计标准，结合埃曼工厂有关能源消耗、污染最小化和生产工艺的改进等最新技术，实现了生产环节中少数的原材料消耗。与同行业相比较，单位最终产品的能源消耗是最低的。

除了工艺过程与设备的优化，工厂也在其它环节积极推行节能减排。

- 为了减少对水资源的消耗，聚酰胺-6项目大幅度提高水的循环使用，实现了超过90%的水的循环利用。与此同时，对现有生产装置的节水改造也在进行中，届时将会取得超过60%的水循环率，这将会大幅度减少原有装置对水的消耗。

- 为了减少空气的污染，工厂选用以天然气为燃料的加热系统，真正实现了“零污染”排放。

- 为了减少产品包装过程中的粉尘散逸，工厂特别安装了除尘过滤器，超过95%的散逸粉尘将会被收集处理。

目前，工厂已启动多个技术改进项目，投入大量人力与资金，为创造更清洁的生产环境与社区环境而努力。

DSM Engineering Plastics (Jiangsu) Co. Ltd is wholly invested by DSM It specializes in the production of high-quality products, such as Stanyl (polyamide 46), Arnitel TPE, Akulon Polyamide 6 and Arnite PBT. All along its development, the plant is committed to create a clean environment.

In 2006, the plant received the Standard in DSM COA (Corporate operational audit) audit, obtained ISO14001 Environment Management System Certification and passed SONY Green Partner Certification, which shows that its environmental protection management system has met the requirements of DSM global standard, international customers and professional agencies.



While moving to a new location in 2006, the plant, with a high sense of responsibility, conducted an investigation on the quality of the soil and groundwater in both the old and new plant sites (Current Chinese law makes no coercive provision for this). After that, the plant carried out remediation for some soil in the old plant that did not score highly compared to Dutch standards (China currently has no specific standards for some items). The whole process cost hundreds of thousands of RMB, and it fulfilled the commitment to create a clean environment.

The newly-constructed Polyamide 6 polymerization plant, which has just been commissioned, was designed with the same high environmental standards and techniques adopted in DSM's plants in Emmen, the Netherlands. The major manufacturing equipment was imported from overseas, featuring the whole production line with continuous production, high productivity, good quality and small usage of space. In The Netherlands, by strictly complying with the local "Energy Efficiency Agreement", DSM has made its energy efficiency rank the "Top Ten" world wide. This new Polyamide 6 project has achieved the same standards of minimal waste of raw materials and will be environmentally clean in its production by employing DSM's excellent design criteria, as well as its latest technologies in energy consumption, pollution minimization and the improvement actions obtained in Emmen. Compared with other competitors in the industrial field, the ultimate unit product consumes the least energy.

In addition to the optimization of process and equipment, the plant has applied good practice of energy conservation and emission reduction throughout.

- In order to reduce the consumption of water, the new Polyamide 6 plant increases water recycling by a big margin: over 90% of water will be reused. Meanwhile, efforts to reuse water in the present workshop are ongoing, which will achieve more than 60% water reuse rate and reduce the total raw water consumption greatly.
- In order to reduce air pollution, the plant has achieved the goal of "Zero Pollution" in emission by using a natural gas fed oil furnace system.
- To diminish dust dissipation in the process of products packaging, the plant sets up a special filter for dust removal, so that over 95% of dust will be collected and disposed.

The plant has launched a number of improvement projects and has invested a large amount of manpower and capital with an eye to building a cleaner environment.



中国故事 China stories

帝斯曼与人才 DSM and talents



2007年9月，欧阳钢通过“伯乐计划”进入帝斯曼工作，担任技术服务工程师。“当我在帝斯曼工作的朋友，向我推荐这个职位的时候，我想得到员工如此认可的公司一定错不了”欧阳说，“‘伯乐’的确是一个使企业、员工和潜在员工‘三赢’的项目，今后我也会留意身边的人才，为‘伯乐计划’尽一份力，与公司共同发展。”

In September 2007, Alex Ouyang began working for DSM through “Bo Le” and took up the position of Technical Service Engineer. “My friend who was working at DSM recommended this position to me. I felt I couldn’t go wrong with a company so highly recommended by one of its employees,” Alex explained. “Project Bo Le is truly a ‘win-win-win’ project for enterprises, employees and potential employees. From now on, I will also keep a watch on the talent around me, do my best for the ‘Bo Le’ and develop alongside the company.”

中国是帝斯曼最为重视的新兴市场之一，人才培养是帝斯曼对中国市场长期承诺的重要组成部分。帝斯曼中国深切地感受到人才对于企业可持续发展的重要性，致力于与本土员工共同成长。帝斯曼秉持一贯的“对人的热爱”，分享国际成功经验，使我们的员工都能成为行业内的佼佼者。2007帝斯曼中国推行并深化了“2007年度员工敬业调查”、“伯乐计划”、“员工内部择业发展计划”等一系列创新的人力资源管理项目。

2007年度员工敬业调查

帝斯曼相信，具备敬业精神的员工每天都在主动激发自身的最佳能力，从而带动整个员工团体，使其更具竞争优势。员工的个人工作满意度和敬业程度影响到日常工作的质量和乐趣，对制定战略和实施公司愿景2010目标至关重要。

为了对员工的敬业程度有个全面的了解，2007年底，公司进行了首次全球员工年度敬业调查。调查以18种语言在包括中

国在内的40个国家进行，包括在中国的近4000名员工。

公司将对该项目的最终调查结果进行分析，并提交董事会，进而发布在每年一度的公司可持续发展报告中。此次调查的结果不仅能够帮助管理层更好地确认和了解员工需求，并且对其未来的一些决策具有指导意义。

伯乐计划

帝斯曼中国所有分公司的前台，都悬挂着一幅伯乐相马图，画旁边写着：千里马常有，伯乐不常在，你愿意成为下一个伯乐吗？“伯乐计划”是帝斯曼开展的一项创新人力资源管理项目，这是一个人才推荐计划，鼓励员工向公司推荐自己熟识的专业人士，成为帝斯曼的员工或是管理者。一旦人才推荐成功，公司将依据规定给予“伯乐”精神及物质奖励，但是公司高级管理者和人力资源部员工不能享受奖励，因为做好“伯乐”是他们的天职。

“伯乐计划”极大地激发了员工的自主性和主人翁精神，在做好“千里马”的同时，也成为独具慧眼的“伯乐”。在“伯乐计划”最初运行的短短4个月里，公司27%的空缺职位的招募通过该计划完成，节约成本数十万人民币。“伯乐计划”使公司以较低的招聘成本获得了最适合的人才。

员工内部择业发展计划

为了帮助员工实现在企业内部更全面的发展，帝斯曼推出了“员工内部择业发展计划”。以员工个人职业规划和意愿为基础，帝斯曼各个业务部门或法人实体的人力资源负责人会定期交流，在全公司范围内寻找与员工能力和发展意愿相符合的岗位，并指导和帮助员工进行跨部门、跨职能调动。这颠覆了传统模式下，员工只能在某一职能上“纵向”发展或只能在某业务部门以及法人实体内“横向”发展的状况，使员工个人能力在范围和深度上同时得到拓展的“斜向”发展成为可能。通过实行“员工内部择业发展计划”，员工们拥有了更大更好的舞台，不必跳槽，也能实现再次择业，得到更好的发展机会。而公司在人尽其材的同时，也最大限度留住了这些人才。

China is one of the emerging markets that DSM is really paying attention to, and talent cultivation is an important component of DSM's long term promises to the China market. DSM China realizes the deep importance that talent plays in the continuous development of an enterprise, and we devote ourselves to growing alongside our local employees. With its constant “Passion for People”, DSM is sharing its successful international experience and helping employees become outstanding individuals in the industry. In 2007, DSM China implemented and deepened a series of innovative HR management programs such as ‘Engagement Survey’, ‘Bo Le’ and ‘Internal Talent Transfer’.

Employee Engagement Survey

DSM also recognizes the importance of engaged employees. An engaged workforce delivers a competitive advantage because employees are highly motivated to perform to the best of their abilities every day.

An employee engagement survey was launched in late 2007, targeting all DSM employees with 18 languages in 40 countries, including approximately 4000 employees in China .

The results of the survey will be carefully assessed and presented to the managing board, and reported in the annual “Triple P Report” as well. The results of the survey will not only be beneficial for the management team in better identifying and understanding individuals’ needs, but also instructive for the formulation of future strategies and actions.

“Bo Le”

People working in DSM China see themselves as both a “Winged Steed” and a “Talent Searcher”. At the front of every DSM China branch office hangs a picture, and next to the picture there is text that reads: Winged Steeds are constant, Bo Le (talent searchers) are rarely seen; are you willing to be the next Bo Le? “Bo Le” is an innovative HR management project developed by DSM. It is a talent recommendation project, encouraging employees to recommend professionals they are acquainted with to become DSM employees or managers. If a talent recommendation is successful, the company will, according to the rules, present “Bo Le” spirit and material awards. However, the company’s executives and HR department employees cannot share in the rewards, as “Bo Le” is their duty.

“Bo Le” greatly stimulates employee autonomy and the entrepreneurial spirit, and people become “Bo Le” with exceptional insight. Within the first four months of implementation of the “Bo Le” operation, 27% of the company’s vacant positions were filled using the plan, saving hundreds of thousands of RMB in costs. “Bo Le” has helped the company find the most appropriate talent through low recruitment costs.

Internal Talent Transfer

In order to help employees fully develop within the corporation, DSM introduced the “Internal Talent Transfers” program to open careers for all DSM employees in China. Based on the professional plans and aspirations of individual employees, HR partners from DSM’s individual business departments and legal entities will meet periodically to exchange ideas and find positions that match employees’ competencies and development plans within the greater scope of the company, as well as guide and assist employees in interdepartmental and inter-functional transfers. This is the direct opposite of the traditional system, where employees could only develop “vertically” in one position or in one business department, or “horizontally” in one legal entity. More importantly, it allows the possibility of employees to simultaneously “diagonally” expand the development of their individual ability and depth. By implementing the “Internal Talent Transfers”, employees do not have to continually switch jobs, and can enjoy secondary occupation selection and better development opportunities within DSM. As a result, this program also helps DSM to retain talent.



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2007年帝斯曼中国安全健康及环境获奖情况

伴随着3P（人、地球、利润）理念在操作层面的进一步发展，帝斯曼中国的业务取得长足的发展。与此同时，企业在安全健康及环境方面的表现也屡屡获得公众和社会的认可，并在过去一年中取得了骄人的成绩。

帝斯曼奖项：

• 帝斯曼全球SHE进步奖

帝斯曼柠檬酸（无锡）有限公司获得了2007年度帝斯曼全球SHE进步奖。这是继被温总理称赞为“良好的企业公民”之后，无锡工厂再一次取得的巨大成就，这也是中国大陆第一家获此类殊荣的工厂。

• 业务集团SHE成就奖

张家口吉斯特-布罗卡德斯制药有限公司及张家口帝哈制药有限公司获得了“2007年度抗感染业务集团SHE成就奖”，这是对其自合资以来在SHE方面所做出的努力及所取得的成就的肯定。

• 帝斯曼中国SHE优秀表现奖

帝斯曼工厂塑料（江苏）工厂积极听取员工安全建议，与员工一起“争创零伤害的工作场所”，将安全理念融入员工的意识之中，截至2008年2月，工厂已经取得连续3000天没有损失工作日事故（LWC），获得了首届帝斯曼中国SHE优秀表现奖。

政府部门奖项：

• 金陵帝斯曼树脂有限公司被南京市疾病预防控制中心授予“2007年职业卫生先进单位”，并且时任场地经理的王停军先生也被南京市安全生产委员会授予“南京市2007年度安全生产达标活动先进个人”，这也是他第二次获此嘉奖。

• 帝斯曼工程塑料（江苏）有限公司获得了“江阴市2007年度生产安全先进集体”及“江阴市2007年度内部治安保卫工作先进集体”两项奖励。

• 南京帝斯曼东方化工有限公司被评为“2007年度南京市安全生产达标企业”。

• 帝兴树脂（昆山）有限公司在昆山市环保局组织的工业企业行为评级中被评为绿色企业。

• 帝瑞云涛化工有限公司在上虞工业园区企业2007年度《安全生产综合目标管理责任书》考核中被评为合格企业。

• 帝斯曼先达合成树脂（佛山）有限公司获得了“2007年度广东省安全生产先进单位”。

• 帝斯曼维生素（上海）有限公司许昌武医生获得“上海市企事业卫生保健工作先进个人”



SHE awards to DSM China in 2007

As the Triple P (People, Planet, Profit) concept gets better integrated in its operations, DSM China has made remarkable progress in its business performance. Meanwhile, its performance in terms of Safety, Health and Environment has won popular approval, with outstanding results achieved over the past year.

DSM Awards:

- **DSM Global SHE Improvement Award**

DSM Citric Acid (Wuxi) Limited has won the 2007 DSM Global SHE Improvement Award. That was a great achievement by the Wuxi site in addition to the honor of being declared a Good Citizen by Premier Wen Jia Bao, and the company is the first of the DSM operations in China to win the award.

- **Business Group SHE Award**

ZJK GIST-BROCADES Pharmaceutical Co. Ltd and ZJK DSM HAYAO Pharmaceutical Co., Ltd won the DSM Anti-infectives SHE Award 2007, which represented a recognition of the SHE efforts and achievements since the joint venture was established.

- **DSM China SHE Award**

DSM Engineering Plastics (Jiangsu) Limited has won the first DSM China SHE Award. The plant adopted the safety suggestions of its employees and proposed the notion of "Creating a Zero-injury Work Site" which aims to implant safety awareness in the consciousness of its employees. Through February 2008, the plant had run 3,000 days without a single Loss of Workday Case (LWC).

Government Awards:

- Jinling DSM Resins Co., Ltd. was honored by Nanjing Disease Prevention and Control Center as a Model Unit for Vocational Hygiene 2007, and its site manager, Wang Tingjun, was honored by Nanjing Safe Production Committee as a Model Person for Safe Production of Nanjing 2007, the second time that he won that honor.

- DSM Engineering Plastics (Jiangsu) Co., Ltd. was honored as an Advanced Unit for Safe Production of Jiangyin 2007 and Advanced Unit for Internal Security of Jiangyin 2007.

- DSM Nanjing Chemical Corporation was rated as a Safe Production Compliant Enterprise of Nanjing 2007.

- DSM Eternal Resins (Kunshan) Co., Ltd. was rated as a Green Industrial Enterprise by the Environment Protection Bureau of Kunshan.

- Deretil Yuntao Chemical Co., Ltd. was ratified as a compliant enterprise in the Safe Production Comprehensive Goal Management Evaluation 2007 in Shangyu Industrial Park.

- DSM Syntech Synthetic Resins (Foshan) Co., Ltd. was honored as an Advanced Unit for Safe Production of Guangdong Province 2007.

- Doctor Xu Changwu of DSM Vitamins (Shanghai) Ltd. was honored as a Model Person for Hygiene and Health in Enterprises and Social Institutions of Shanghai.

术语词汇表

Glossary

生态友好性: 旨在尽可能减少原材料的消耗, 避免因自身活动带来的对环境的不利影响以及降低活动过程的成本, 增加自然资源的使用效率, 减少废弃物和污染的排放。

Eco-efficiency: 'Doing more with less' – increasing efficiency in using resources and in reducing waste and pollution, leading to lower business costs as well as fewer adverse effects on the environment.

事故: 任何发生在帝斯曼工厂的事故并导致员工、来访者, 第三方员工或者承包商员工的人身伤害, 以及帝斯曼的员工在厂外执行工作任务时造成事故伤害。

Accident: An accident is an event that has, or could have, an adverse impact on safety, health or the environment or acceptance by the community.

挥发性有机物: 指一类有机化合物, 在常规状态下其蒸汽压足够大, 能够蒸发进入大气环境的物质。

Volatile organic compounds (VOC): Organic chemical compounds that have high enough vapor pressure under normal conditions to significantly vaporize and enter the atmosphere.

白色生物技术: 即工业生物技术, 是利用微生物或酶进行物质转化, 生产新产品或改进原有工业生产工程的技术。

White Bio Technology: Uses microorganisms and enzymes to achieve substrate conversion, generate novel products and replace chemical processes.

SHE: 安全健康环境保护的简称。

SHE: Safety, Health and Environment

可记录事故: 可记录事故是由OSHA定义的, 帝斯曼可记录事故包括死亡、损失工作日事故、限制工作日事故和医疗处置的安全和职业健康事故。

Recordable incident: Recordable injuries as defined by OSHA. In the DSM reporting matrix they are the combined total of Fatalities, Lost Workday Cases, Restricted Workday Cases and Medical Treatments that are reported under 'Safety' and 'Occupational Health'.

承包商: 根据合同约定在他们自己或其他非帝斯曼单位授权或(日常)监督下在帝斯曼场地服务的单位。

Contractor: A company working on DSM's premises under their own or a non-DSM party's authority or (day-to-day) supervision by virtue of an agreement.

虚惊事件: 发生一事件或情形, 如当时情况稍微不一样或初起的事件已经发生, 可能已经导致对安全、健康、环保直接负面的影响或不能被社区接受。

Near-miss: An event or situation that, under slightly different circumstances or when an initiating event of a scenario would have occurred, could have resulted in a direct adverse impact on safety, health of the environment or acceptance by the community.

损失工作日事故: 一个导致缺勤一个或多个完整工作日或班次的事件。

Lost work case (LWC): An incident that results in absence from work of one or more full calendar days or shifts.

化学需氧量: 用来反映废水中有机污染物的程度的指标。

Chemical Oxygen Demand (COD): Commonly used to indirectly measure the amount of organic compounds in water.

生态足迹: 一种自然资源的管理工具, 用以衡量每个人用于维持生存所需要的土地和水域面积, 该面积不仅提供用以维持生命的自然资源, 同时也要吸收在当今技术下所产生的废弃物。

Eco footprint: A resource management tool that measures how much land and water area a human population requires to produce the resources it consumes and to absorb its waste under prevailing technology.

运营管理审核: 帝斯曼集团内部独立机构审核, 其目的是确保重大风险被有效的识别与控制。

Corporate Operational Audit (COA): Independent audit, to assure that significant risks are being managed and controlled effectively and efficiently.

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