Dear colleagues,

It's OK to celebrate successes, and that's exactly what we've done in the past weeks. We all took a moment to pause and, while digging into a piece of cake, reflect on the results of the first seven months of 2013. And these financial results were worth reflecting on, for they were fully in line with the budget and we are living up to all expectations in this area. I am convinced that we will be able to keep this up for the rest of the year. It remains crucially important to keep an eye on costs and where possible achieve cost savings. In the field of SHE, however, our performance is less rosy. At the moment of writing we have just had to report a recordable in ICD, bringing our total to 5 recordables, which is the number we didn't want to reach this year. A real shame!!

Around this time last year we presented our strategy. In this strategy, let me just remind you, three ‘(B)Right Things’ were defined: accelerated profit growth, cost reduction and glocal innovation excellence. If we take a look at the results achieved for each of these (B)Right Things, we see that we did well especially in terms of costs (thanks to Reset, among other things). Turnover is also growing largely as planned, while extra efforts are needed in the Innovation field. In the fall we will take some time to review our strategy and where necessary make adjustments.

In doing so we will focus especially on the sustainability of today's results in the (medium) long term. It is essential that we play fast, continuously responding to new developments and new opportunities. We are much better equipped for this than we were a year ago. Our approach is stronger and more focused, thanks also to the segment plans. We also have much better, more structured insight into what is happening in our markets. In itself this does not guarantee higher sales, but it does help to make the right choices.

For the coming years (2014 and 2015) we again have robust growth and profit ambitions in order to contribute to realization of the profit promised by DSM in its vision for 2010-2015: ‘DSM in Motion: driving focused growth’. DSM stands by its promise – even when market conditions have changed – and we have to make a contribution. That’s quite something. To make this happen, and here I’m riding my hobby horse again, collaboration with speed is absolutely required. I firmly believe in this. Collaboration with speed asks for cooperation, for making connections, and for trusting each other. We should realize that we are facing a new paradigm these days. It is not knowledge that is power, now sharing is power. We should be fully aware of this, for it’s the only way to jointly realize growth ambitions, now but also in the future.

Gerard de Reuver
Nico Janssen, key account manager for, among others, Ansell, the biggest producer of safety gloves worldwide, explains: “Ansell is one of the market’s big innovators. With Dyneema® Diamond Technology the company succeeded in developing a very thin glove offering more comfort while providing the same level of protection as traditional gloves made with Dyneema®. Ansell calls it the ‘bare hand experience’. Something like this has never been seen before. The new glove was introduced in July last year, and it was the most successful introduction ever. As DSM Dyneema we are proud to have made a contribution to this.”

Bigger production capacity
The high demand for Dyneema® Diamond Technology meant that Manufacturing Heerlen faced a major challenge. The production capacity had to be increased, and this had to be done quickly. The customer’s deadlines left no doubt about what was needed. Process Engineer Niels Eussen: “Two things had to be done: qualification of a second FDY line, and more effective use of UH by reducing waste on the PDY line. Plans for improved use of the output had already been developed, but they required substantial investments. So substantial, in fact, as to make this infeasible in the current market situation. Moreover, implementation of the new hardware would take some 18 months, and we simply didn’t have that time.” Jo Elsbergen, Maintenance Engineer and Winding Specialist: “In such cases you have to adopt a different approach. Thinking out of the box, becoming really creative.”

Out of the box
Jo’s eyes start to twinkle as he remembers. “Letting go of everything you have, saying goodbye to all existing options, shelving copy-paste concepts, and starting all over. Basing your reasoning on knowledge of the market availability of the small parts that are needed. Estimating risks and defining what is acceptable. But most of all: not being afraid to fail.” Niels nods his agreement. “We were under a lot of pressure and all of a sudden you find that much more is possible than anyone could have guessed. To give an example: the normal implementation time for hardware modifications is 16 weeks. We were given only 4 weeks. That means you have to try a different approach. Not being afraid to take certain risks and also being given the scope for this, intensive collaboration with DSM and, of course, managing of expectations.”

Lots of freedom
“It was fantastic,” says Jo. “I heard people calling in the corridor, and after 15 minutes a small group of people had assembled in Site Manager Ronald Hoenen’s office and the first plans were being concoceted. And then we started working. These are the best bits, I simply love that. Kudos is also due to the management, which helped us any way they could and gave us lots of freedom. What also helped is that—as a result of Reset—all departments are combined under a single roof. Lines are much shorter, it’s easier to drop in on someone. It makes the work much more pleasant while it also speeds things up.”

Impressive
The results achieved in Heerlen are certainly impressive. The second FDY line was qualified within four weeks, while UH waste has been reduced to zero, for instance through smart winding. This has resulted in a substantial PDY capacity increase. “It seemed impossible, but we did it,” says Jo. “All the tests went well. The actual implementation—which required only a small investment—will take place by the end of September.” Olivier Boubeaud, Global Marketing Manager: “This was a world-class performance! Thanks to excellent cross-regional collaboration, creative solutions and real hard work of all people involved, the seemingly impossible has been realized.”
Mammut sports signs Dyneema® trademark license agreement

DSM Dyneema and Mammut Sports Group AG have recently signed a trademark license agreement. Mammut is an innovative company targeting high performing athletes. Regional Manager Carol Clemens: “DSM Dyneema and Mammut share the mission to innovate and develop high quality products that provide high value to their customers. The signing of the agreement has further strengthened the relationship between the two companies.”

Mammut’s markets include alpine, outdoor, climbing or snow sports. Their products distinguish themselves with especially good quality, technology and function and are sold globally. Mammut has been a customer for a number of years. Carol explains: “The first applications for Dyneema® products were in climbing ropes and climbing harnesses. Based upon their experience with Dyneema® in the climbing arena, they recognized that the attributes of Dyneema could add value to other sporting applications. The next product they introduced was the trail running shoe, called the MLT 201 Dyneema®. The shoes were introduced in early 2013 and have received great market feedback due to their light-weight and durability.

Dyneema® is well known in markets such as Life Protection, Protective Gloves and Commercial Marine. These customers recognize and understand the value of the Dyneema® name. As a newcomer to the Performance apparel market, it is one of our strategic goals to ensure that the Dyneema® brand is known to represent performance and great value. We want to educate the market to the excellent performance and added safety that they obtain when they use Dyneema® product. We are with them when it matters.”

Levi’s opens the door for Dyneema® into consumer market

Levi’s is introducing a new jeans program called Sta-Strong™, a product line that is part of the classic Levi 501 line. Sta-Strong™ is made with a Dyneema® blend, that offers Levi’s customers a stronger, abrasion resistant and more durable jeans that will withstand the rigors of sports, such as skateboarding, cycling, BMX, etc.

Sta-Strong™ products were launched in August of 2013 via the Internet. They are scheduled to be released globally in retail stores in September. Although it is too early to predict the success of the program, the initial market feedback is positive and we are excited,” says Carol.

“Where the Mammut adoptions opens up opportunities in the high-end performance market, the Levi program reaches out to a very different marketplace. The consumer market is a brand new territory for Dyneema® and we are enthusiastic and thrilled that we can enter this category jointly with a leading consumer brand, such as Levi,”

Look for the Dyneema® on the pocket.
Dyneema® inventor turns 80 and visits Heerlen

Professor Pennings, inventor of the UHMWPE fiber, recently turned 80. His early discoveries, which later resulted in Dyneema®, were made at DSM Research in the 1960s. On the occasion of his 80th birthday, Professor Pennings visited DSM Dyneema in Heerlen.

Harm van der Werff, Principal Scientist and one of the professor’s Ph.D. students, was also present during the visit. He says: “It was a great pleasure for us to welcome the professor. First, he was extensively informed about the current status of Dyneema® applications and the latest developments by a group of researchers, in the presence of Yvonne Engelen and Marcel Wubbolts. Since he had never been in the Heerlen plant, we of course used this opportunity to give him a tour of the facility. A nice extra was that the tour was led by Joost van der Mark, whose father Jo, now retired, used to be Professor Pennings’ scientific assistant at DSM Research. Jo van der Mark was also present, and it was great to see how the two retired scientists immediately started reminiscing about the experiments they carried out in the past. They even had some urgent advice for us. Most of all, the two of them were greatly impressed by the progress made, the scale of production and the wide range of applications of Dyneema®. As a farewell gift, Professor Pennings was presented with a painted portrait which—once ready—will be given a place in the Senate Room of Groningen University.
New people, new developments, new inspiration

Accessible, for and by employees, inspiring and instructive: these are the starting points for the half-yearly PM Community Day, which was organized for the second time on 13 June 2013. Anyone fully or partly involved in projects was welcome. Organizers Joke Smedinga, Project Director, and Jantina de Waal, Projects Manager in Heerlen, look back on a successful afternoon.

Joke explains the background: “Last year, the Project Management Office (PMO) staff was reduced from 8 to 3. With so few people it is difficult to keep in touch with the organization, which to us is very important. That was the reason why the PMO+ was set up last year, consisting of the three Project Directors plus a representative from each site or region. The PMO+ members contact each other every two months, over the phone or in personal meetings. Their agenda includes a range of subjects that are important for the PM Community. But we also think it’s important for the people in the PM Community to meet each other in person every now and then. That was the reason to start organizing PM Community Days.”

Jantina: “The first PM Community Day took place in Urmond, the second in Heerlen. We intend to organize the next one in Greenville or Stanley. The PM Community Day has three objectives: meeting two new people, hearing about at least two new Project Management developments, and finding inspiration to improve everyone’s project performance. The evaluation showed that all objectives were more than met.”

Learning points
“The agenda included three subjects that were discussed in a carrousel: Front End Loading (FEL), Tools Light and Soft Skills.” Joke explains: “FEL is applied particularly in comprehensive multidisciplinary projects that have a major impact. One of the most important learning points of this afternoon was that FEL is not always the best solution. The agenda can be defined in dependence of the project and its status. For site projects, alignment is much more important, which means you first need proper coordination. The main conclusion drawn in the Tools Light session was that there is no need for new ‘light’ tools, but that we must especially be selective in the tools we use and deploy them efficiently. For some tools, like risk analysis, ‘light’ use is not even possible.”

Jantina: “The discussion about Soft Skills centered around the optimum composition of a project team. Major discussion points were: investing in team spirit is worth your while, team modifications may yield benefits, and challenging each other is seen as constructive provided there is trust within the group.”

Discussion
“The PM Community Day is all about discussion,” Jantina observes. “We don’t have to agree, but it is useful to hear other viewpoints, learn from these and inspire each other.” “Colleagues who work in different projects often run into the same problems, and this gives them a chance to discuss these problems”, Joke concludes.

“We find that the mutual exchange of knowledge is very inspiring. Moreover, people get to know each other better, which makes it easier to phone colleagues in the course of a project and find out what they think. This way we slowly try to build a real Community where people know and find each other.”
Operation Re-Entry North Carolina (ORNC) is an initiative funded by the US Department of Defense to address the rehabilitation and re-entry concerns of military personnel, veterans and their families. The approach is to mobilize the talent and resources of the local College and University, local industry and the City to assist returning combat veterans and their families. For a two-week period, 17 veterans participated in a work force development program that exposed and certified them in tools and skills that would be attractive to local industries. Some of the training included, OSHA 30 Certification, Lean Manufacturing (white belt certification), sessions on resume writing and interviewing and an 8-hour program that exposed them to certain trades like Cad design, welding and machining.

**Fresh eyes**
The DSM Greenville Facility hosted four-days of the event including the inaugural kick-off program. Randy McGowan (DSM Dyneema) and Carson Sublett (DSM Pharmaceuticals) kicked off the sessions by welcoming the veterans and local community representatives to our site before spending some time recognizing the veterans for their service to our country. They also gave them an overview of DSM and our operations in Greenville. Veterans were taken on a plant tour of both facilities, and subsequently conducted OSHA audits in designated areas. Their findings were presented back to Site Management. This activity was not only designed to reinforce their training from the OSHA 30 class, but also to provide “fresh eyes” to review our operations for hidden safety issues. The Site Management Team was very appreciative of their feedback, and the veterans listed this as one of the highlights of their training.

**External orientation**
Military personnel returning from deployment are confronted with numerous challenges in re-entering society, and a program such as Operation Re-Entry will make their orientation back into our communities a little easier. DSM assists our communities in many ways, but being a part of this initiative reinforced pride in being a DSM employee. Our two organizations joined forces (One DSM) and partnered with our community (External Orientation) to ‘make lives brighter’ for a group of people that sacrificed greatly for our freedom.
Windows 7 is here: work more flexibly and efficiently with Windows 7

The New Aurora Workplace is on a roll. Office 2010 and Improved E-mail have been rolled out globally. Now it’s time for the next step: Windows 7. These new software versions will help DSM to stay up to date and will enable you to work more efficiently.

Roll out for DSM Dyneema Europe will start in November 2013

Windows 7 will enable you to work more flexibly and more efficiently. We will start installing Windows 7 onto PCs in Urmond in November. The other Dyneema sites will follow shortly and before the end of March 2014 globally all sites will be completed. You will be notified by e-mail about when you will be affected by the Windows 7 roll-out.

Top 5 benefits of Windows 7

Windows 7 has many benefits. Here's a Top 5:

1. **Windows search.** Find virtually anything on your PC, instantly.
2. **Improved efficiency.** Designed to sleep and resume more quickly, be less demanding of memory, log in more quickly and spot USB devices more quickly.
3. **Offline Folders.** Offline Folders allow you to access files on the U:\ drive when you are not connected to the DSM network. These files (your internet favorites and all files in “My Documents” and on your desktop) will be automatically synchronized with the files on the DSM server when you next connect to the DSM network.
4. **Better PC browsing.** A new task bar, jump lists and aero peek help you to navigate around your PC faster than ever.
5. **Improved wireless networking.** Connecting to wireless networks on your laptop takes just a couple of clicks.

Installation of Windows 7 onto your PC

Some simple actions are asked of you before installation of Windows 7 onto your PC. We will tell you more about these actions by e-mail prior to the installation. The installation of Windows 7 will be done manually by ICT specialists and will take about 3 hours depending on the amount of data you have on your PC. You don't have to be present all the way through this process, more specific information will follow soon. If your PC is not compatible with Windows 7 it will be replaced with a compatible one during the migration.

Training

We have several training options available for you. Please take a look at the Windows 7 training page.

We are confident that Windows 7 will allow better integration with other Microsoft products and will support new applications in the market.
Wellness Program in Greenville receives WorkHealthy America\textsuperscript{SM} Gold Award

DSM Greenville – Wellness Program received The Gold Award from the North Carolina Prevention Partners on June 6th. The Gold Award recognizes organizations for establishing a culture of wellness where being active is the norm by providing access and opportunity for physical activity during and after the workday.

NC Prevention Partners’ signature product, WorkHealthy America\textsuperscript{SM}, helps businesses promote wellness and cut healthcare costs by making environmental changes. WorkHealthy America\textsuperscript{SM} assesses the businesses’ current wellness benefits, policies, and practices, and delivers tailored information on improving these practices. Greenville’s Wellness Program achieved this award by completing a ridged assessment of which the program’s focus on physical activity was given the highest grade of A+. Greenville attributes the success of the program to many factors including a strong and dedicated Wellness Governance Committee made up of: Carson Sublett, VP of Operations and Site Director, DSM Pharmaceuticals Inc.; Randy McGowan, VP of Manufacturing and Site Director, DSM Dyneema LLC; Lora Sellers, VP of Human Resources, DSM Pharmaceuticals Inc.; and Deb Mungal, Director of HR & Training, DSM Dyneema LLC.

The success of the program would not be possible without dedicated staff members Sheila Nassef, HR Wellness Specialist and Jordan Baker, Exercise Physiology Specialist as well as 5 Wellness Champions: Andy Blease, Drew Campbell, Tina Jones, Debbie Kettler, and Shumena Mills who volunteer their time to promote all health and physical activities.

Greenville welcomes innovators of the future

In July, DSM partnered with East Carolina University to facilitate a 9-day Middle School Innovator’s Academy program for employee’s rising 6th and 7th grader children, of which there were 14 participants.

The Academy immerses students in an intensive innovation curriculum and environment where they must utilize STEAM (Science, Technology, Engineering, Art & Design, Math) principles and skills. The young innovators learn the visual, translating language of design, problem solving within the innovation process, and communication of the investment value of their ideas and solutions. Students create one-of-a-kind products or processes of their own design, which have the potential for real world application.

The ECU Middle School Innovator’s Academy is a national winner of the University Economic Developer Association award for Talent Development. Students were tasked with observing the world around them and coming up with a solution to a practical problem that they or someone they know encountered. During the 9-day sessions DSM Dyneema allowed six volunteers to assist with the students’ idea creation, refinement, and practicality in real world applications. The students developed products ranging in application from sporting equipment, to pet products, and even a large-scale trash recycling/sorting device for theme parks. After hearing a brief presentation about Dyneema\textsuperscript{®}, several students even incorporated it into their products! The program was a resounding success as evident by the energy level of the students each day as well as the comments made by parents, with many wanting...
Diederik Zwart:
“I am driven by SHE, both professionally as well as personally”

Diederik Zwart is Safety, Health and Security Manager in Greenville. “Both from a professional point of view I am (and feel) responsible for the safety and health of everybody on our site. But more than that, I have great colleagues that I enjoy working with, friends and even family working for DSM Dyneema and I want each and every one of them to be able to go home each day just as healthy and well as when they came in.

“How do I work safe? I always try to be focused on what I’m doing; take a second and think: do I have everything, is my work area clear etc. before I start. I do that at work and at home as well, doing chores, working in the yard, going bicycle riding with my family. It’s so easy for something to go wrong and a lot of times it’s just sheer luck that something is a near miss instead of a nasty accident. Often we don’t even realize that we are exposed to hazards, because we are so used to our environment. I have a one-year-old daughter and having her made me realize that even more. All the things she does and tries out exploring the world expose her to all kinds of hazards that she is not aware of, so my wife and I need to be aware for her. Seeing the world through her eyes makes you look differently at everyday objects like drawers and cabinets, electric appliances, sharp objects etc.”

Striving for zero injuries
“Although we are doing an excellent job engraining a safety culture in everybody’s mind, unfortunately we still have bad accidents. Only last year a colleague at the Greenville plant suffered an injury that will be with him for life. Even though he can work and live his life normally he’ll still have a daily reminder of that accident. As a company, I think we have to strive for zero injuries and I think that that is possible. What makes me proud is that we at DSM Dyneema get to use some of our own products to protect ourselves. For instance we use the Great White gloves which are made from Dyneema® yarn (by a company called Protective Industrial Products) as cut resistant gloves and those gloves are superior to other gloves for protection, durability and wearability.”

Take a time-out
“As a company we put things in place to help everybody do their jobs safely, but it is still up to every employee to make sure they actually are safe. Remember that a supervisor or a manager is only human too and if they say you need to do things in a certain way, they may be wrong, because they are not doing the actual job. If you need to do a job and something doesn’t seem right: please stop and take a time-out, speak up and discuss it. Nothing, not a production deadline, a boss being angry at you because you’re not done on time or any shortcut you might think about taking is worth getting hurt over, ultimately everybody’s only job is to go back home to their loved ones safe and sound.”

Brian Warren – Project Engineer

Kevin Whyte – Innovation and Process Engineering Manager

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