Dear colleagues,

We said that 2013 would be a pivotal year. A year with a new organization and a new way of working. It would also be a year in which we would finally leave the disappointing years of 2011 and 2012 behind us. I am delighted to confirm that we have more than achieved this endeavor. As well as succeeding in getting things up and running again after the Reset, we have also recorded excellent financial results. With the exception of the area of SHE, where we went beyond our target of a maximum of five recordables by three, we have recorded mainly successes.

Here are a couple of recent examples: in the US, the tape line has been successfully started up, on schedule and within budget, and has been handed over to production. The Force Multiplier Platform, our latest revolutionary innovation in the field of Life Protection, was launched during Milipol in Paris. The response from customers has been enthusiastic and a great deal of interest has been shown. We are noticing, for that matter, that the atmosphere is more positive overall than was the case some time ago, for example at international trade shows for Commercial Marine and High Protective Textiles. In Manufacturing, we have implemented various projects which have resulted in more efficient production with a reduced outlay.

Looking to the future, we are keen to translate this positive atmosphere into positive growth expectations for 2014 and 2015 (10%).

In order to achieve this growth, it goes without saying that we need to sell more. We are expecting to be able to do this thanks to an increasing demand to replace aramid materials in particular, and by responding to specific requests from customers which can all be met with Dyneema®. As well as increasing our sales, cost control is still high on the agenda. We have shown over the past year that we are more than capable of adopting a disciplined approach to expenditure.

At the start of December, together with the SLT, we set a few days aside, with the most important aim of this being to look to the future, to develop a vision of how we can further strengthen and expand our position in the coming years, up to 2016 and beyond. What do we need in order to achieve this, in terms of organization, production capacity and quality? What role does ICD play in our strategy? What projects do we need to implement in order to guarantee an increase in sales? Bearing in mind the long preparation time needed for larger investment projects (18 to 24 months), now is the time to sort these things out.

We also need to look at how we can better support the organization and how we can ensure that we offer improved, consistent quality, not only in terms of the product but also when it comes to delivery, service etc. These are all issues that we will have to address in 2014 and beyond.

I hope you all have a wonderful Christmas break and wish you health and happiness in 2014.

Gerard de Reuver
Alertness days in Heerlen

Take a step back, have a break, don’t make any assumptions, ask questions. These are the principles of the Alert training, which the members of staff at Heerlen can practically recite in their sleep. “But it’s good to keep repeating them and good to keep practicing,” says Marc Geijselaars, facilitator of the SHE Support Team. “And this is precisely the idea behind the ‘Alertness days’ that we organized recently for the entire workforce.

No less than 21 sessions took place, with groups of 12 people discussing all aspects of SHE and also taking part in training exercises. Marc: “It wasn’t all about SHE, for that matter; we also incorporated the ‘New Way of Working’ into the program. Important aspects of the New Way of Working in Heerlen are Well-Being and First Time Right, in addition to the DSM-wide themes, Accountability for Performance, Collaboration with Speed, Diversity & Inclusion. The subjects within the New Way of Working all have a direct equivalent in the field of safety.”

What contribution can you make?
The day began with a film about DSM Dyneema Heerlen. Ron Fleuren, member of the Support Team: “This film shows, in particular, the pride that people feel in this company. We were keen to emphasize that we are doing well and that things are continuing to improve, but in spite of this there are still too many recordables and we are producing excessive amounts of waste. Once the film had finished, everyone was asked the following question: what can you contribute in order to make further improvements? Then it was the turn of a member of the Site Management Team, who expressed a personal ambition in the field of ONE DSM, safety, feeling good about your work.” Jos Franssen, chairman of the Support Team: “Gerard de Reuver and Dirk Dupper also attended one of the sessions. After the film and the personal vision as expressed by the SMT member, it was time for the discussion. It was noticeable how open people were, and how keen they were to take part. It was good to see people feeling able to express themselves.”

Setting to work
It was then time for people to roll up their sleeves. Under the guidance of Intense, the agency that organized the Alert training sessions three years ago, the participants were assigned the task of building a yarn line with the help of so-called Stocs. The description of the assignment was kept intentionally brief to allow adequate scope for people’s own contributions and creativity. Jos: “When they were performing the task, people essentially had to apply the Alert principles. Pressure was placed on the participants every now and again to see how they dealt with it. The results were positive, and it is clear that people are taking the Alert principles to heart. I think that our safety behavior has improved considerably over the past few years. The Alert training, which took place 3 years ago, really got things moving on this front. Procedures, systems, equipment, everything was already in place. One area where we can still make gains is behavior.” “The Alertness days are an important resource here. The levels of investment in this field demonstrate that SHE is being taken seriously and is at the top of the agenda. People are appreciative of the fact that these training days were held on an external site, as this offers a quieter environment for the participants,” says Ron Fleuren.

Every day brings a new challenge
“Among the 21 sessions held, no two were the same,” says Marc. “Different things were discussed and the assignments were done differently. But every day was a success thanks to the effort and involvement of the participants. This is the motivation we need in order to continue down this road. We are already coming up with ideas for next year’s sessions.”
Let’s create the world’s safest hands

The HPT team (High Protective Textiles) used the customer event during the A+A in Dusseldorf (Germany) on 6 November 2013 as a platform to re-position Dyneema® in the HPT market. The event was also an opportunity to encourage customers to work with DSM Dyneema to bring to life the pledge ‘Let’s create the world’s safest hands’.

At an international level, the A+A is the trade show for health and safety at the workplace. This show allows DSM Dyneema to introduce its customers and partners to products containing Dyneema® and is therefore the perfect opportunity to invite these customers along so that they can catch up on the latest developments. Olivier Boubeaud: “Together with our customers, we have the technology, the reputation, the know-how and the network in the HPT market at our disposal. We have laid the groundwork to be able to claim leadership in this business. The event therefore served primarily as an invitation to our customers to find out how we can help each other and work together to fulfill our aim: ‘Let’s create the world’s safest hands’. The new campaign, which has this ultimate outcome as its goal, will be launched at the start of January 2014.”

Dyneema® Diamond Technology

At the center of the new campaign lies Dyneema® Diamond Technology (DDT), the latest HPT innovation which signals a revolution in the gloves industry. DDT has been developed specifically for the gloves market and makes it possible to produce gloves that are even more lightweight, offer improved comfort and improved durability, but above all that offer increased protection. In other words, these gloves provide optimum protection without compromising on the many needs and wishes of end users. The result is gloves that people actually want to wear.”

Latest innovations

Nicole Lemmens and Stephanie Colas were tasked with organizing the event. Nicole: “The aim was to pamper and surprise customers. We ensured that they were given a warm welcome, with entertainment from a mime artist, delicious hors d’oeuvre and drinks and a laser show. They were also provided with comprehensive information about DSM Dyneema’s latest innovations and of course about the repositioning of HPT (see www.dyneema.com/protectivegloves). A great many customers participated in the event, and were impressed with what they saw. A newspaper entitled ‘Dyneema Times’, which was sent out a week after the event, contained a summary of the customer event, details of the repositioning, information about the HPT App and the latest innovations from DSM Dyneema.”
IDEATION Success in Greenville

Without doubt, our people are our most valuable resource! IDEATION tapped into this resource to leverage the knowledge, experience and creativity of our people to identify new market opportunities for Dyneema®.

Employees of the Greenville site were eager to participate in the IDEATION program developed by the Innovation Team and sponsored by Site Director, Randy McGowan and champion Cheryl Carlson, R&D Product Development Manager.

Cheryl Carlson states: “Employees have always had great ideas about the possibilities of Dyneema®, but – there was no process to funnel them until Ideation. With a formal process in place that included evaluation and feedback, the ideas began to roll in – 154 to be exact.”

Randy McGowan states: “The town hall was a wonderful opportunity for employees to showcase the creativity within our organization. I look forward to more creative ideas that will improve, protect and nourish life in 2014 and beyond.”

To wrap up the year in Greenville, a town hall event was held in late November, and four ideas were presented. It was such a fantastic event, that all four ideas were also presented in portfolio meetings in early December.

Look for a special edition of Inside Dyneema® in early 2014 to find out much more about Ideation’s success in 2013 and what’s in store for 2014!

Promat first domestic DSM Dyneema licensee in Brazil

The Brazilian company Promat, a leading manufacturer of protective gloves, recently signed a licensing agreement with DSM Dyneema. In so doing, Promat, headquartered in São Paulo, became the first domestic licensee in Brazil. Promat’s gloves, which are manufactured using Dyneema®, are used in the automotive and food processing industries in particular.

Marcia Ribeiro Leal, General Director of Promat: “Dyneema® is incorporated into our Maxproteção 790, a glove which offers superior cut resistance, comfort and cost efficiency. The exceptional quality of Dyneema® yarn improves the quality, durability and added value of our gloves. Thanks to Dyneema®, we hold a unique position on the market. This partnership is helping us to develop new and innovative products, allowing us to help employees working in the industry to carry out their work more safely.”

Carlos Leao, Sales Director Latin America: “Promat is a family-run company and one of the most traditional manufacturers and distributors of professional gloves in Brazil. This represents an important partnership for DSM Dyneema. Working alongside Promat, our aim is to further expand the market for cut-resistant gloves. This partnership fits seamlessly into the DSM Dyneema growth strategy, one of the aims of this strategy being to increase our presence in Latin America.”

Matt Reid, Area Manager Cut Resistance: “Promat has a long history and a solid foundation on the Brazilian gloves market. Together with DSM Dyneema, Promat will be able to promote and further develop its range of cut-resistant gloves. This signals the start of a wonderful relationship which will prove fruitful for both companies.”
Outsourcing NM22: a preview of the future

It is regarded as the approach for the future: DSM Dyneema supplies the basic yarn to partners, who then subject it to an additional processing stage before selling it on to customers. Intense cooperation takes place with these partners: in innovations, marketing & sales, service, to name but a few. NM22 is a spun yarn with specific properties which make it the ideal choice for use in cut resistant gloves. The outsourcing of NM22, which is set to take place as from 1 January 2014, offers a preview of the future in this respect.

Saskia de Theije, Supply Chain Manager: “The manufacturing process for NM22 (spun yarn) was time-consuming and impractical. We delivered the basic yarn to a supplier, who turned it into spun yarn. It was then returned to us so that we could sell it on to our customers. Aside from the fact that this was a laborious process, it also meant that we were unable to provide adequate answers to queries or complaints from customers purchasing spun yarn. After all, we’re not experts in spinning yarn. All things considered, it seemed logical to adopt a new approach, arranging for customers to purchase directly from the spun yarn supplier from now on.”

Advantages
“To start with it seemed simple, but it ended up being quite a long and drawn out process,” says Account Manager Orlando Ramakers. “We had trouble finding a partner who had both the technical ability and the commercial know-how to properly perform the task. In the end, out of a number of spun yarn suppliers there was one who stood out as a company with whom we could do business: Filtes International SRL in Italy, close to Lake Iseo. The great advantage of this is that my relationship with Filtes has become more profound and our mutual understanding has strengthened. NM22 is not the only product that Filtes manufactures using our yarn, and this deal means that we have also successfully agreed better terms in other areas. Filtes has proved itself to be a high quality supplier of spun yarn and is able to offer our customers the specifications, service and reliability they need. Our customers have now been informed of this and have reacted positively. This deal is a win-win situation for them.” “Of course, the same is true for DSM Dyneema,” comments Saskia. “As well as simplifying the process and accommodating customers’ needs, this deal has also brought financial benefits as a result of higher margins on the basic yarn.”
Synthetic chains combine the benefits of steel and Dyneema®

Dietrich Wienke, Manager New Business Development, talks enthusiastically about the new application. “We had this vision five or six years back, and we also applied for patents at the time. Two years ago, the time came for us to actually set to work,” he explains. Synthetic chains offer many advantages when it comes to securing heavy loads on ships or in airplanes, for example. They are of course lighter, which means that they are easily to handle and safer to work with; they put less strain on the back, do not result in pain or injury in the event of a falling chain and avoid the problem of bruised fingers. In contrast to steel chains, synthetic chains do not make any noise, which means that they are more pleasant to work with. In addition, a chain made with Dyneema® does not conduct electricity, and does not cause damage to cargo, the ship’s deck or the floor of the airplane. This results in a reduction in maintenance costs. The most significant plus point is that the use of the lightweight synthetic chains results in a significant decrease in fuel consumption.”

2000-year-old market

The patents were already in place and a small announcement could be seen on the website, but no further action was taken with the synthetic chains until the end of 2011. Only when portfolio management became involved was the idea dusted off, its value was looked into and it was included in the portfolio. Dietrich: “A feasibility study and market research was then carried out. A thorough analysis took place of the chain market, which is actually 2000 years old. With an internal team and an external consultant, we then identified the most attractive applications.”

Sweet spot

Synthetic chains offer great added value where weight is an important consideration as well as flexibility. Generally speaking, five markets can be distinguished: lifting/hoisting, mooring/anchoring ships and drilling platforms, logging, protection and power. When entering a new market, it’s all about finding the so-called sweet spot, that one element which offers immediate benefit to the user. The sweet spot that we have identified lies with chains with a maximum breaking strength of between 20 and 30 tons per chain (heavy duty lashing). A steel chain intended for this purpose weighs 4 kg per meter, while a synthetic chain has a weight of half a kilo. When securing a large object, you need a good few meters of chain! Weight, manageability of the chains for staff and flexibility, specifically the ability to shorten or lengthen the chain, play the biggest role here.”

> continue reading on next page
**Certification is already in place**

In order to develop the synthetic chains, we are working with the Norwegian start-up company Load Solutions and who have now placed the first order. The shipping company Norlines, which specializes in extraordinary shipping transport such as parts of windmills, large machinery etc., is fitting out three of its ships with synthetic chains. The material has of course first been subjected to thorough testing over the past few months. The first three ships are in fact acting as an extended field test for Norlines. There may well be much more in store. The good news is that the chains made with Dyneema® have already been certified by DNV. As well as constituting a major boost, this also opens the door to new customers. The German steel chain manufacturer RUD and the American–British company Amsafe have already expressed an interest.

**Rapid market development**

“This application is a superb addition to our patent portfolio,” says Dietrich. “We license out these patents so that we are in a position, in conjunction with our partners, to develop the market rapidly. Over the coming year, we will continue to pinpoint any potential teething problems, but will also enter into discussions with distributors and customers. We are giving customers the chance to attend our information sessions. Our expectations here are high; the chain market is large and varied, and we are therefore aiming to make a significant contribution to DSM Dyneema®’s returns with this innovative application.”

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**Modest celebration for Tech Center Heerlen**

*Successes should be celebrated, and that’s exactly what the Tech Center EMEA in Heerlen did on 1 November 2013. The official inauguration of the new rope coater, the opening of the rope coater area and the complete renovation of the Tech Center were more than enough reason for a party.*

Margot Theunisse, Manager Global Tech Center: “Hans Schneiders, Application Development Specialist, developed the rope coater. This piece of equipment is an important addition to the Tech Center in Heerlen. As well as ensuring that the coating covers the outside, it also makes certain that it is drawn completely into the rope. This considerably increases the performance of the ropes on a number of points. Another advantage is that the machine can cope with longer lengths, meaning that we can improve efficiency at the Tech Center.” The latter benefit has also had implications from a logistics perspective. Margot: “More coating is needed for instance, as well as increased storage space and somewhere to clean the equipment. As we were already practically bursting at the seams, the decision was made to fit out part of the basement as a ‘rope coater area’, with this area including, among other things, a wet room and a stockroom.”

**Welcome to the Tech Center**

Following on from the Tech Center APAC in Singapore, which has a magnificent presentation room to accommodate customers and where demonstrations of applications are given and interesting films about our applications are shown, we were keen to seize the opportunity to improve the presentation and the hospitality on offer at the Tech Center in Heerlen. We have customer visits almost every week, but the surroundings are anything but welcoming. The sign on the entry door, for example, which simply states ‘do not cross the yellow lines’, does not exactly make for a warm reception. We were of course limited in what we were able to do, but we have kept within these limits and made a number of improvements, in conjunction with Sander Bartmann, Communications Manager. Large posters bearing our branding campaign are now on display in the Tech Center. This gives a better impression straight away, not only for our customers of course but also for our employees. The Heerlen site is also being given a large unit with a screen to show films and display demonstration material. A great deal of effort has also been put into ‘pimping’ the American Tech Center in Stanley. “The large open shelving there looked cluttered and was also far from ideal from the point of view of security. We ordered some large screens bearing images from the branding campaign, which we were able to fasten around the shelves using Velcro®. This has made an immediate difference and it now looks much more attractive. We are now in a position to confidently welcome customers to all three sites.”
Bridging the communication gap with Jessie Gordon

Sometimes you meet a person who makes an impact on you. Jessie Gordon, author of What Gap? is one of these people. Previously a bass guitar player, illustrator, actor and now inspirational speaker and trainer, she has a way of deeply connecting with others that makes one feel included and understood. Jessie shared her powerful communication tools with Masterclass participants in Urmond and Greenville recently. In practice, the tools she teaches helps you to connect with others to improve giving and receiving information and creating insights so that there is UNDERSTANDING.

Much like parenting, we aren’t taught how to communicate; we learn by trial and error and then stick with what works for us. Yet how do we know when another individual truly understands our message?

The Masterclass built upon the DSM Business Academy training called Primary Communication Program that some DSM Dyneema colleagues have participated in and the previous Active Listening course held several years ago within our organization. Many will remember the importance of coming down from your hilltop and going up to another’s hilltop by listening and asking clarifying questions. There is so much we can gain by putting energy into a conversation with someone else and so much to lose if we are distracted or move too quickly and take it for granted that they understood.

If you can be seen – you are communicating, and the expression on our face and our posture can speak louder than words. The Masterclass emphasized projecting a positive image by maintaining good posture with your shoulders open and arms loose. The workshop also stressed the importance of being truly present in a conversation.

Take a moment to self-reflect. As you enter a room, what kind of message are you sending? Do you appear to be open minded, willing to participate or are you distracted and in deep thought about all the work you have yet to do?

Jessie gives these tips: When you address a group, make eye contact with everyone to include them. Read the facial expressions so that you are in tune with what they may be thinking. Change your spatial relationship from time to time by walking around, by walking within the rows of your audience or by sitting briefly in the audience.

These are just some of the tools that are used to create connections with others and bridge the gap to build trust, support and respect with each other. Whether you’re a leader at work, at home or in your community, you can take your accountability to positively influence others by closing the gap!

Ioana Urseanu, Manager Manufacturing Tech Center Heerlen
“During the Dyneema Masterclass, Jessie Gordon showed me how to improve our performance by communicating more consciously. It made me wonder how many different ways still exist for me to improve?”

Jan-Willem Boode, Project Director
“Jessie’s workshop raised my awareness that your personal impact highly depends on non-verbal communication. It’s in little things. The way you walk, stand, use silence & look at people, has more effect than what you say.”

Troy Stox, Quality Control Manager, Greenville
“I enjoyed Jessie Gordon’s class addressing how leaders should ‘Understand the Gap’ between what we think we are communicating and how others are receiving it. As she states in her book, ‘regular quality contact and mutual understanding are vital to our survival’. I look forward to reading her book and putting a fresh emphasis on improving all my communication skills.”

Janet Langley, HR Business Partner
“I thoroughly enjoyed the class. Jessie was so engaging and brought energy to the room. Her insight on giving and receiving was enlightening and allowed me to see things from a different perspective.”
Leading by example
Operations ‘adopts’ Portfolio Management

Operations implements projects and activities in order to achieve the strategic objectives as set out in the Business Operations Strategy (BOS). Targets (KPIs) are associated with these objectives. There are a great many of these projects and it is important that they are prioritized clearly. This is why Operations has adopted Portfolio Management, following in the footsteps of the business.

Program manager Hans Bindels lists a number of projects: “This year, for example, a great deal of effort has been put into increasing the output of the yarn production lines in the OEE programs. DSCM has achieved good results by reducing stocks (Operating Working Capital) and lowering the purchase prices, among other things, in the Profit Improvement Plan. We are also working on SHE topics and are continually improving the quality of our products and processes. Projects are also being defined by M&S, Innovation and R&TD in order to achieve the strategic business objectives in the field of sales, new products, etc. In the production department, we contribute to the implementation of these projects by inputting our knowledge of the production process, performing trials and implementing the changes to raw materials (e.g. spin finish or other PE), new products (TJ, Diamond and Max) and/or stricter quality requirements (URN, Cpk, visual specifications).”

Carrying out the right projects
Project Director Joop Essing: “DSM Dyneema has divided the market into five sectors: UH, Life Protection, Commercial Marine, High Protective Textiles and the Business Group. Each sector has its own set of projects. Around two years ago, Portfolio Management (PFM) was introduced within DSM Dyneema with the aim of helping the sectors to select the right projects which will contribute to the achievement of the objectives and at the same time keep the business running. One example of the tools that have been developed for this purpose is the portfolio overviews of all the projects in a funnel, with the highest-priority projects in the middle.”

Everything in one funnel
Hans: “A year ago, in conjunction with the Global Operations Management (GOM) team we combined all our own projects and activities as well as those of the sectors into one funnel. We were stunned at how many there were – 50 more than! When we asked everyone to prioritize them, we all put forward a different top 10. It was at that point that I realized that it would be wise to implement the way in which the sectors dealt with portfolio management within Operations. “To begin with, this led to rather a lot of debate,” recalls Joop. “After all, we had reserved Portfolio Management for projects which are being carried out according to the Project Management Process (PMP). Now all of a sudden different types of projects were being added to this. But ultimately we came around to this way of thinking. The fact that Operations has embraced the philosophy of Portfolio Management means that this concept is gaining a higher profile within the organization.” “The aim is for every division of Operations (Heerlen site, Greenville site, UH and DSCM) to create its own funnel in 2014,” says Hans. “These are discussed on a quarterly basis in the Global Operations Meeting, where choices are made with regard to priorities.”

Best practice
“No doing this, Operations is demonstrating what an excellent tool Portfolio Management is for functional departments. Other departments, such as for example Marketing & Sales, could also benefit from...”

> continue reading on next page
this,” says Joop. “I would like to invite them to follow the fine example set by Operations. Incidentally, a team at DSM Corporate level is working on portfolio management. It appears that we are the furthest along of all the BGs, and the advantage of this is that we can play an important part in helping to determine the course it takes. Our approach is starting to become the best practice for DSM. We know that it works, but it’s nice when other people acknowledge this too.”

Marco Verberne, Purchasing & Supply Chain Director:
“Portfolio management has had the desired effect for DSCM too. It forces us to put more thought into what the important projects for Operations/DSM Dyneema should be. The portfolio meeting is an opportunity to discuss the relevance of the different projects, to set priorities and to ensure as a team that the right projects are successfully implemented. Personally, I am experiencing more support and assistance in projects, and portfolio management has played a big part in this. Portfolio management forces you to make choices, boosting our efficiency and decisiveness.”

Ronald Hoenen, Site Manager Heerlen
“Portfolio Management forces us to make choices and brings focus in to the organization. And that is exactly what we need.”

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