

The Bioeconomy in the Netherlands
-Valorization from biomass to high-end products -

DSM Circular & Bio-based Economy

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Ken Kuriki, Director Innovation
DSM-Japan

Mission

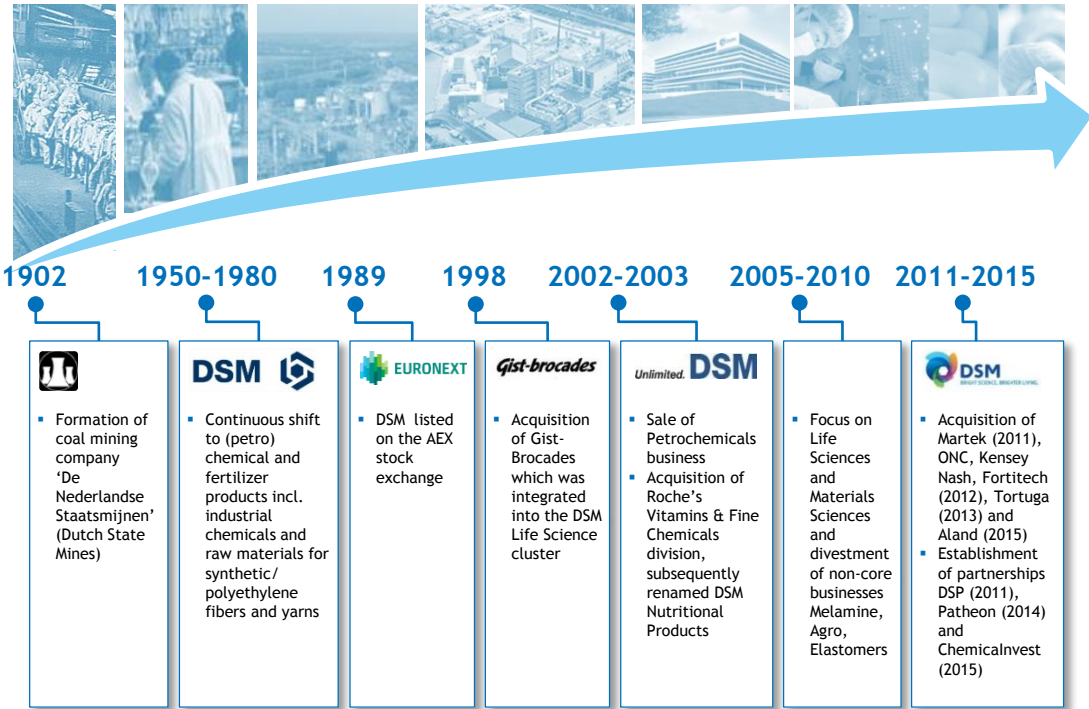
Our purpose is to create brighter lives for people today and generations to come



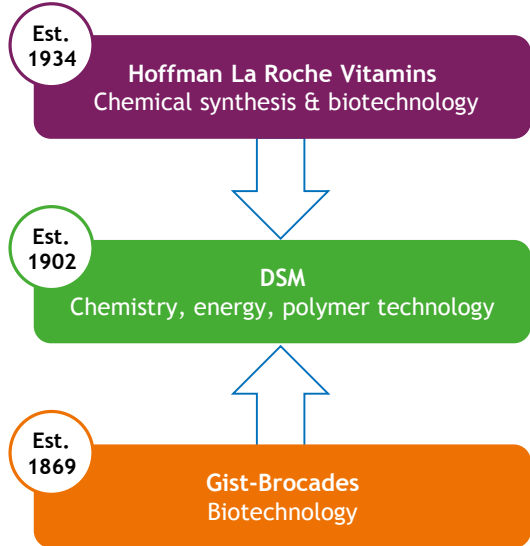
We connect our unique competences in Life Sciences and Materials Sciences to create solutions that nourish, protect and improve performance

DSM history

Successful transformation building on an impressive history



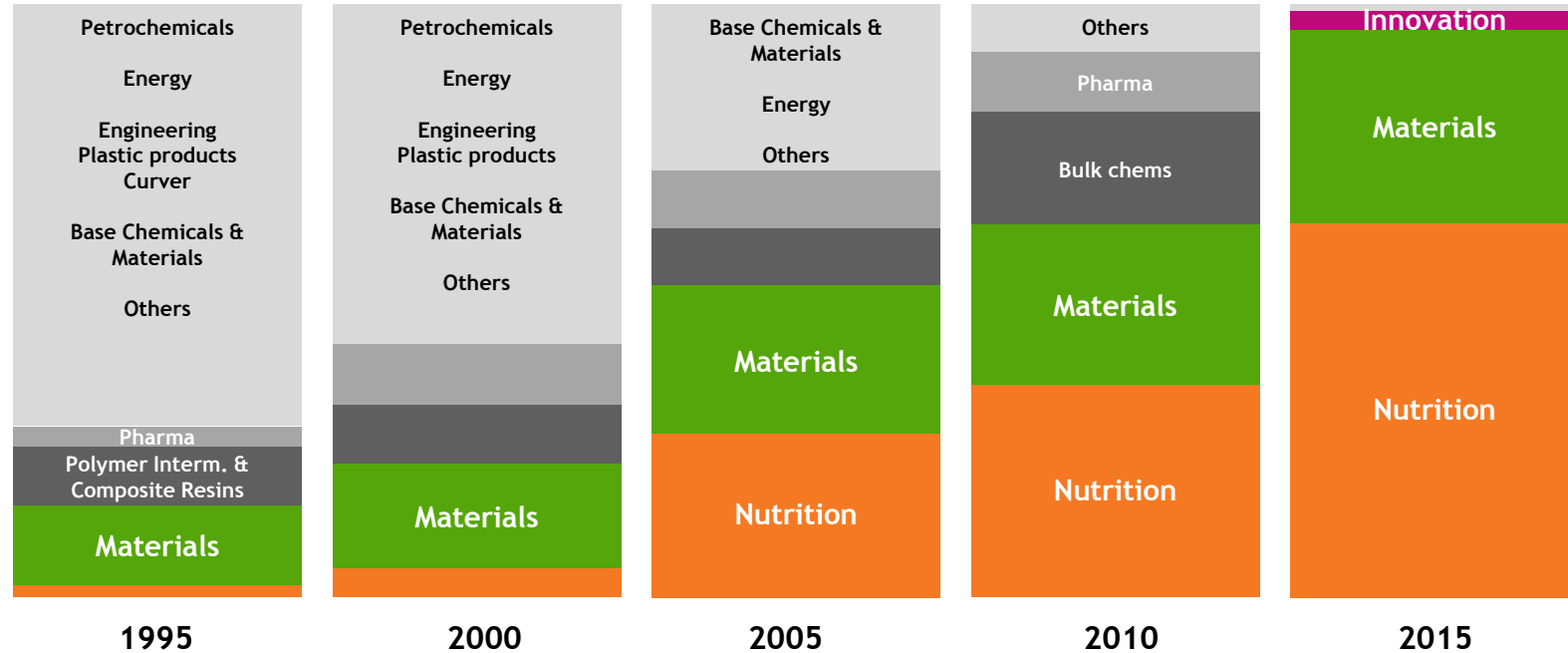
Extensive experience in chemical synthesis and biotechnology



Portfolio Transformation

Significant portfolio transformation

Proportion of DSM sales (%)



* Dividend proposal to AGM to be held April 29 2016: 2015 dividend stable at € 1.65 per ordinary share

Active in Health, Nutrition and Materials



Health



Nutrition



Materials

- Leading supplier of nutritional ingredients (including vitamins, carotenoids, omegas, food/feed enzymes, cultures, yeasts, nutraceuticals) for the feed, food and personal care industries
- Leading supplier of sustainable high performance materials for the automotive, electrical & electronics and building & construction industries
- Recognized as top innovator active in biomedical materials, advanced biofuels, bio-based chemicals and advanced solar systems

DSM offers products & solutions to a wide range of end-markets (2017 numbers)



Our strategy is well aligned with the Sustainable Development Goals



Please see DSM's Integrated Annual Report 2017 for definitions and additional information

Advocates carbon pricing as a key instrument for an orderly transition to a low (fossil) carbon economy

Feike Sijbesma (CEO, DSM) was co-chair of World Bank Carbon Pricing Coalition, together with Canada's Environment & Climate Change Minister, Catherine McKenna in 2017.



2016



2017

Purposeful strategy is starting to become recognized

Partnerships



Recognition



FORTUNE CHANGE THE WORLD	
THE TOP 10	
THE TOP 10	
1	JPMorgan Chase
2	DSM
3	Apple
4	Novartis
5	LeapFrog Investments
6	Ant Financial
7	Walmart
8	Toyota Motor
9	Johnson & Johnson
10	Yara

Advocacy of Sustainability/ Climate Actions in Japan

- Ministry of Environment / Ministry of Foreign Affairs - SDG Committee and Public hearing



- Global Compact Network Japan



- The Economist CEO Roundtable



- Ministry Media Session

