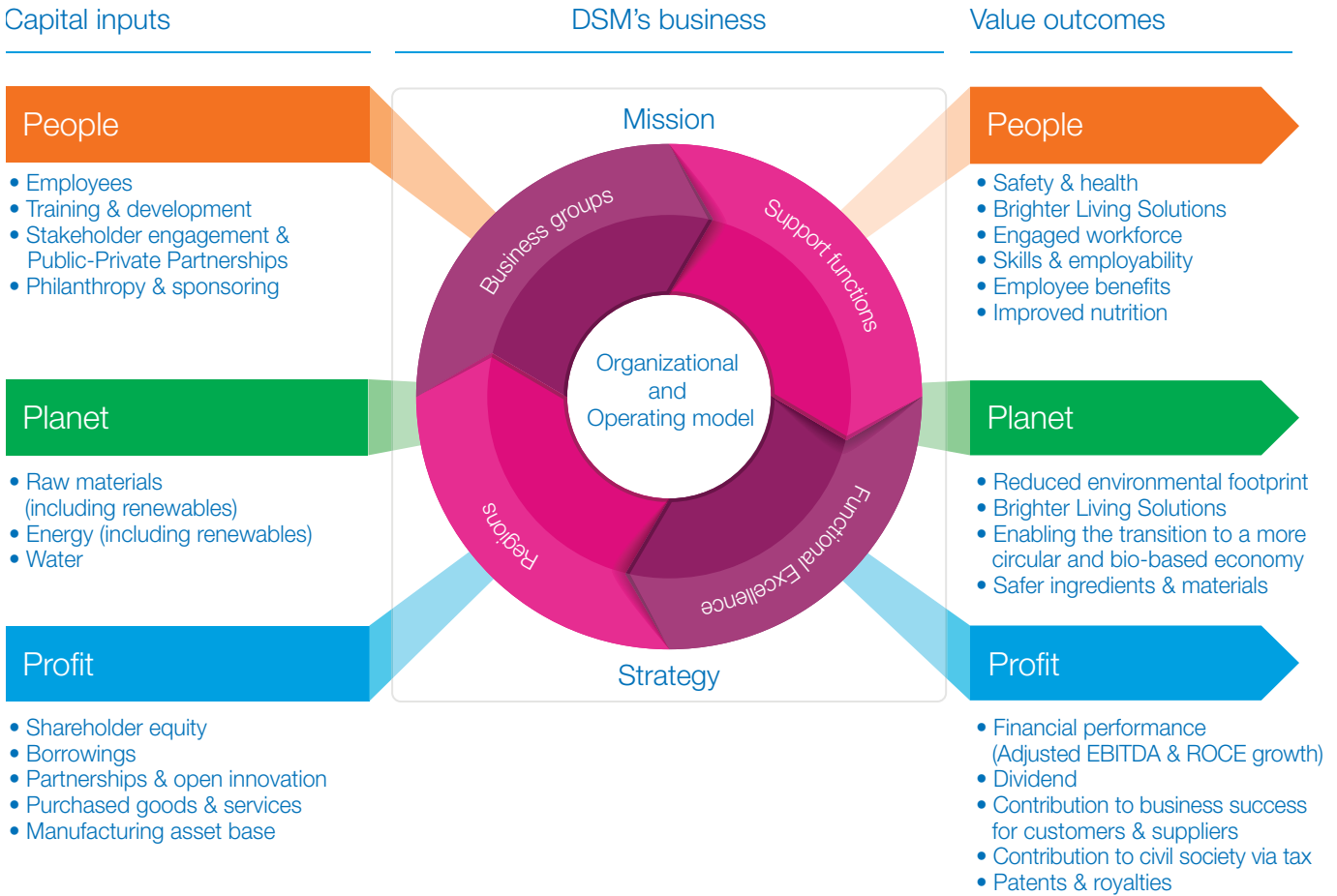


How DSM creates value for its stakeholders



Human capital

DSM employs skilled and talented people from diverse backgrounds. DSM strives to provide employees with a safe and inspiring workplace as well as with the tools and training they need to be effective and to develop their abilities. DSM rewards employees with competitive benefit packages.

Societal & relationship capital

DSM engages with various stakeholders to ensure close alignment between the company's aims and societal needs. DSM generates value for stakeholders outside its direct value chains of employees, suppliers, customers and end-users; these include employees' families, governments, local communities and civil society.

Natural capital

DSM recognizes that the world is an interconnected system of resources. For DSM this represents a responsibility and a business opportunity. DSM aims to reduce the environmental impact of its supply chain, operations and products and services, while developing innovative solutions that deliver sustainability benefits to customers and beyond.

Financial capital

Providers of capital – shareholders and bondholders, banks and the financial markets – supply funds that DSM uses in its business to create value, driving growth and delivering sustainable returns.

Impact

- Better fed & healthier individuals and communities
- More prosperous and resilient employees for the company and in its value chain

- More sustainable use of resources, for the company and in its value chain
- Products that contribute to safer, healthier working & living environments

- *Driving Profitable Growth* through science-based sustainable solutions
- Sustainable returns to investors
- Positive contribution to economic growth in the countries & markets in which DSM operates

SDGs



The diagram here is based on the International Integrated Reporting Council's Integrated Reporting <IR> framework and gives an overview of how DSM creates value for stakeholders based on six capital inputs:

- Human capital
- Societal & relationship capital
- Natural capital
- Financial capital
- Intellectual capital
- Manufactured capital

Since 2002, we have reported on our performance in terms of People, Planet and Profit, and so the six capitals shown here continue to be clustered accordingly.

DSM's organizational and operating model is made up of market-facing business groups focused on the primary business functions (Innovation and R&D, Direct Sourcing, Manufacturing & Operations, and Marketing & Sales), global support and functional excellence departments, and regional organizations.

We seek to minimize risk and take advantage of the opportunities around megatrends, thereby transforming the capital inputs into value and positive impact. A key part of our strategy, aside from our financial targets, is to continue to strengthen our commitment to sustainability. We especially try to have a positive impact through our engagement related to the Sustainable Development Goals (SDGs). DSM engages on all 17 SDGs, especially on the five shown in this figure. For more information, see 'DSM and the Sustainable Development Goals' on page 10 and throughout this Report.

Intellectual capital

DSM manufactures and distributes high-quality products and services safely, efficiently and responsibly and strives to develop valuable, collaborative and long-term relationships with customers and suppliers. DSM pursues open innovation, connecting and collaborating with partners and investing in start-ups.

Manufactured capital

DSM has unique competences in life sciences and materials sciences and connects these to deliver innovative solutions that nourish, protect and improve performance.