

DSM in motion: *driving focused growth*

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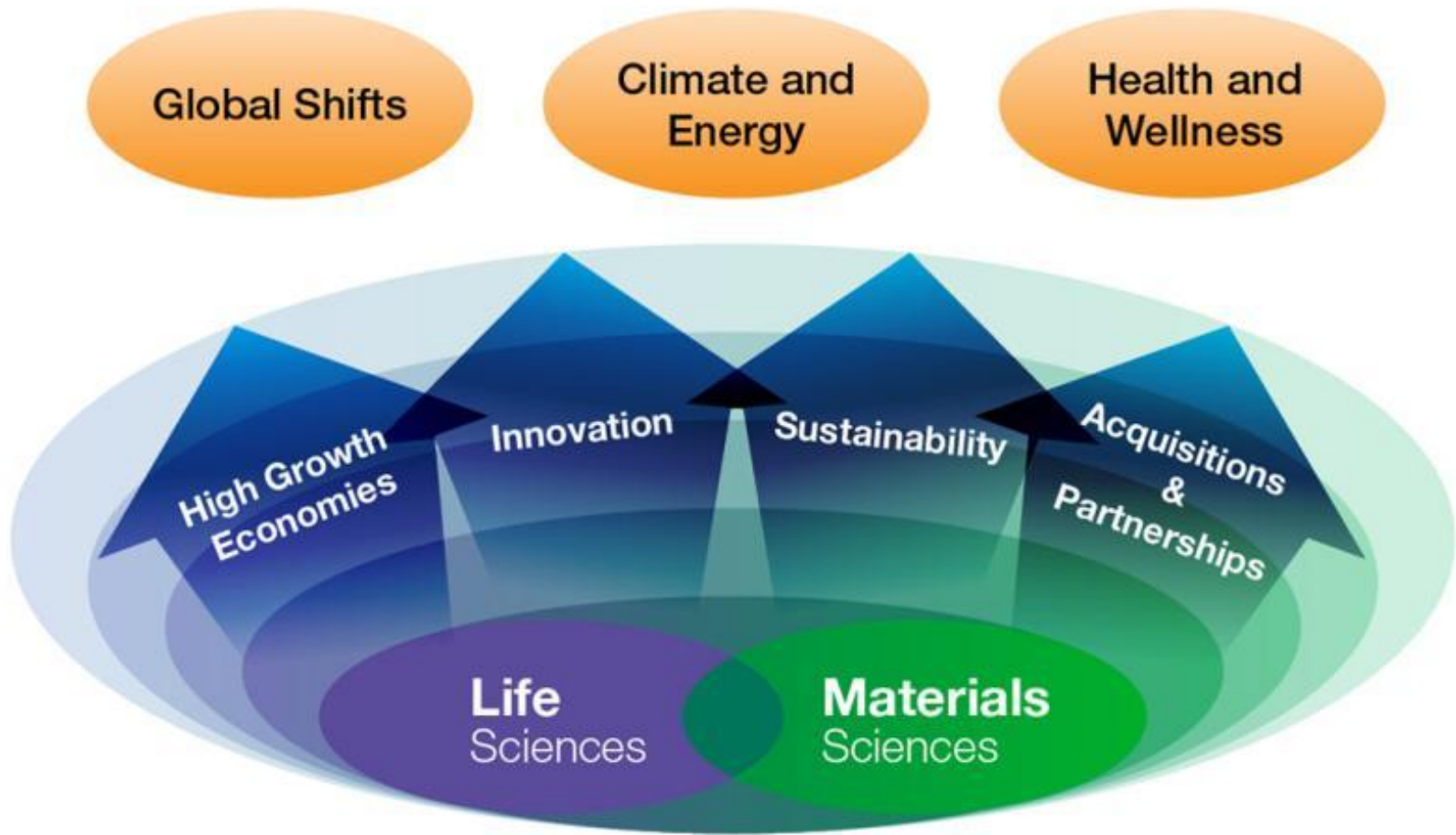
The English language version of this document is leading.

A more comprehensive discussion of the risk factors affecting DSM's business can be found in the company's latest Annual Report, which can be found on the company's corporate website, www.dsm.com

Overview

- Building a higher value business
- Financial Results
- Wrap-up

DSM in motion: *driving focused growth*



Good 2012 progress on DSM's growth drivers

From reaching out
To
becoming truly global



High Growth Economies

From building the machine
To
doubling the output



Innovation

From responsibility
To
business driver



Sustainability

From portfolio transformation
To
growth



Acquisitions & Partnerships

Target
2015

From ~32% towards
~50% of total sales

From ~12% to ~20%
of total sales

ECO+ sales from
~34% to 50%

M&A Nutrition, PM, EBA's
Partnerships Pharma
Reduce exposure caprolactam

Progress
2012

38%,
Good progress ✓

18%,
Well on track ✓

43%,
Well on track ✓

€2.8bn M&A*
Well on track ✓

* Since September 2010



Major acquisitions done in 2012

Acquisition of Kensey Nash

- Making DSM biomedical a leading medical device materials supplier in regenerative medicine

EV ~€ 275m; 2010/11
sales ~US\$ 72m, EBITDA ~US\$ 29m

Acquisition of Ocean Nutrition Canada

- Strengthens and complements DSM's global Nutritional Lipids growth platform, based on healthy, polyunsaturated fatty acids (PUFAs)

EV ~ € 420m; expected
2012 sales ~€150m, EBITDA ~€45m

Acquisition of Fortitech

- Creating a global leadership position in developing and manufacturing of food ingredient blends for food and beverage, infant nutrition and dietary supplements industries

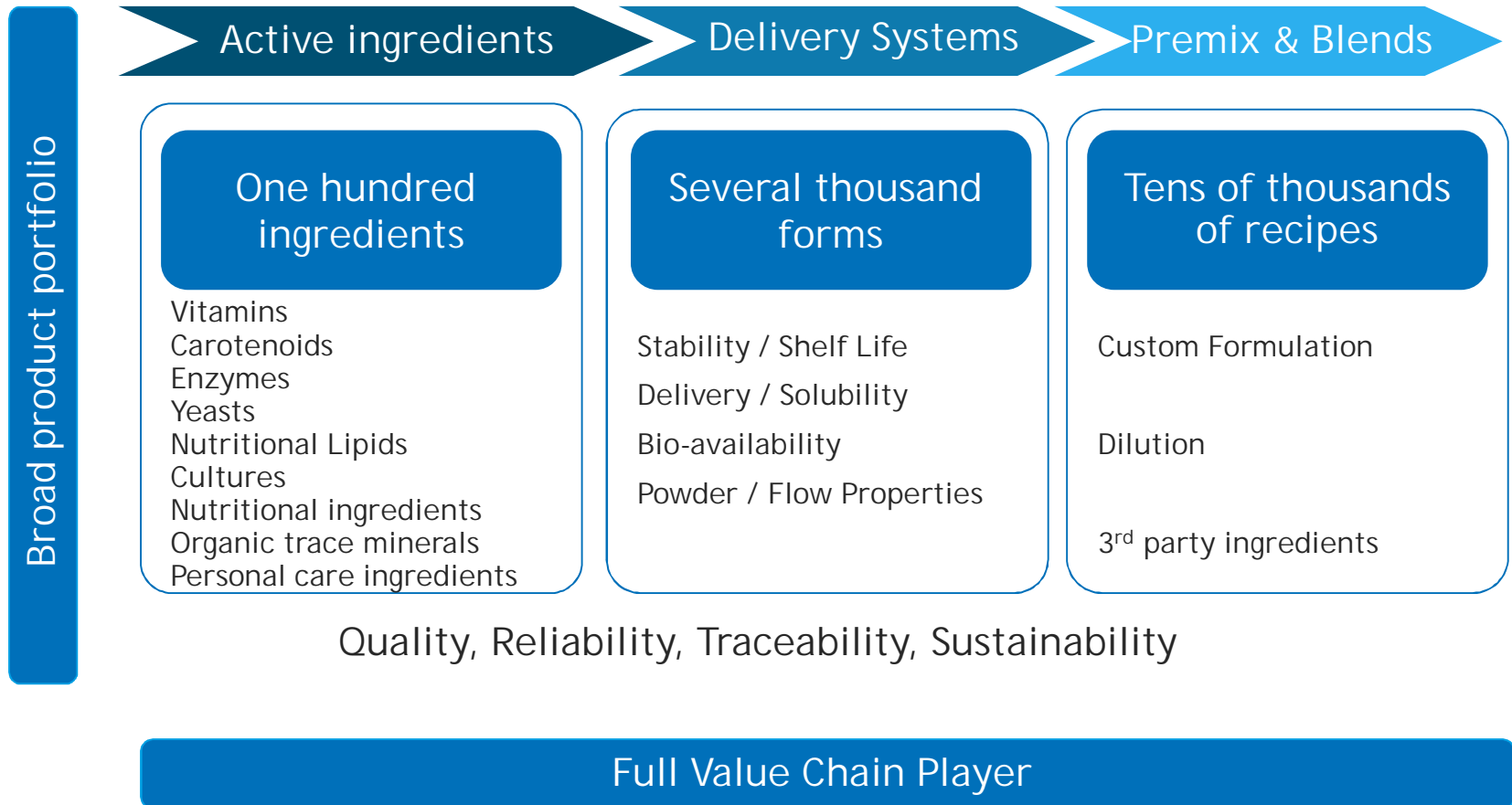
EV ~ € 495m; expected
2013 sales ~US\$270m, EBITDA ~US\$70m

Announced acquisition of Tortuga

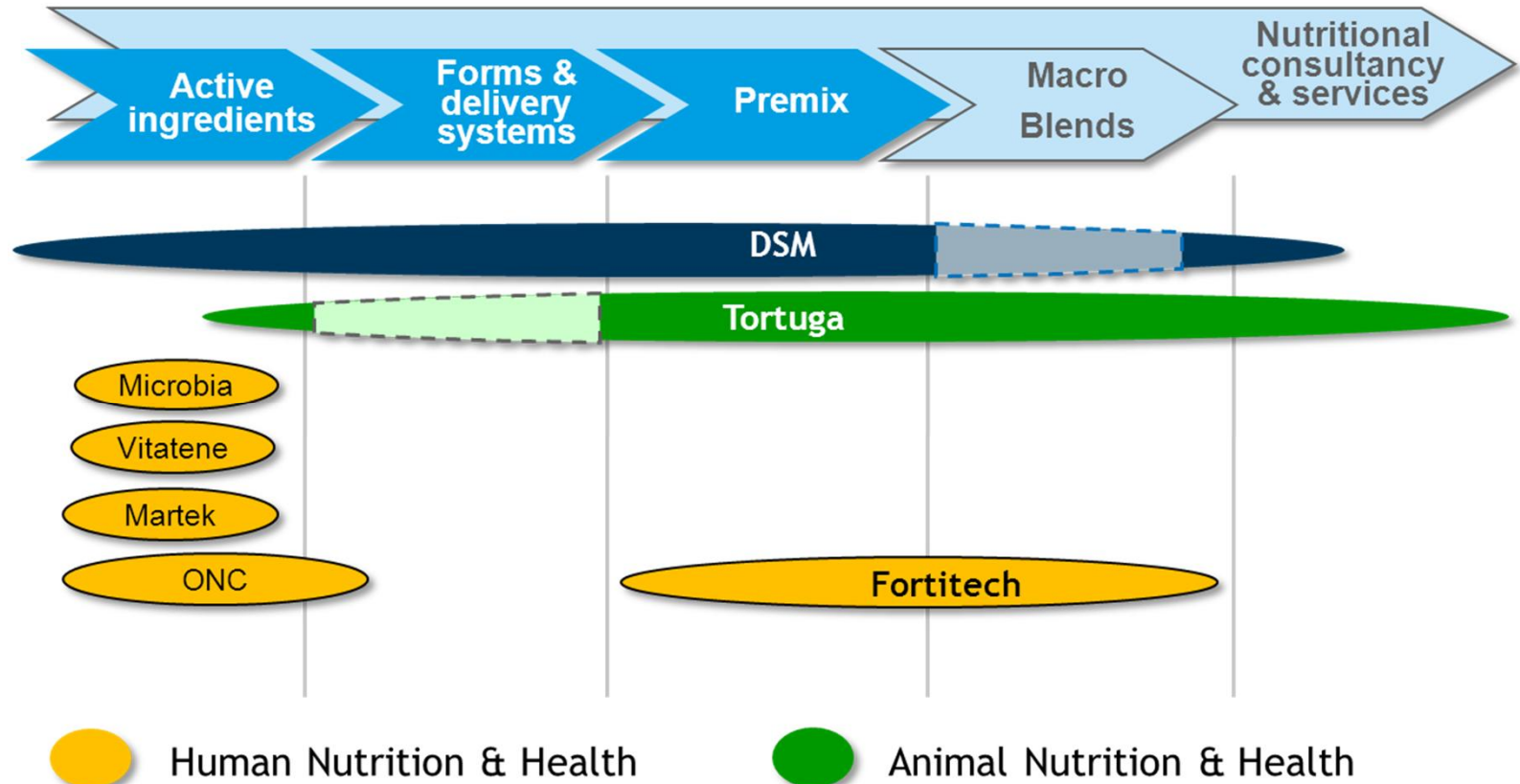
- Building up a leading position in LATAM by acquiring the Brazilian market leader in nutritional supplements with focus on pasture raised beef and dairy cattle

EV ~ € 465m- € 490m; expected
2012 sales ~€385m, EBITDA ~€60m

Value creation and differentiation in Nutrition



Building unique value chain position in Nutrition



Portfolio broadened, value chain extended and global presence increased

Since 2010 strong progress in Acquisitions & Partnerships

ACQUISITIONS

Nutrition

- Martek (microbial DHA/ARA)
- Vitatene (natural carotenoids),
- Premix plants (Romania, Italy, China)
- Food enzymes business and technology (Verenium)
- Ocean Nutrition Canada (fish derived Omega-3)
- Tortuga (animal dietary supplements)
- Cargill Bio-products (enzymes, cultures)
- Fortitech (food ingredient blends)

~ €2.4bn

Innovation center

- Kensey Nash (biomedical materials)
- C5 Yeast Company (cellulosic bio-ethanol)

~ €0.3bn

Performance Materials

- ICD China; High performance fibers
- AGI Taiwan; UV resins

~ €0.1bn

PARTNERSHIPS

Nutrition

- Premix plant Russia

Pharma

- DSM Sinochem Pharmaceuticals

Innovation center

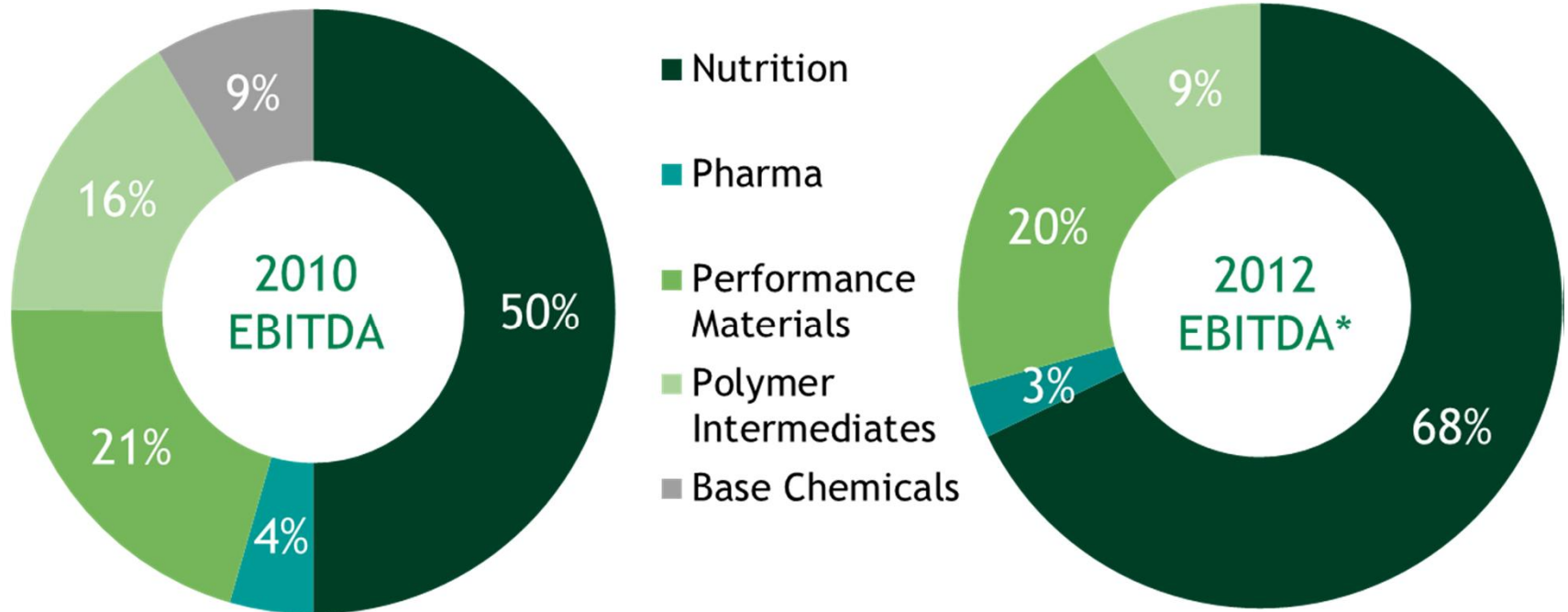
- POET; cellulosic bioethanol
- Roquette: bio-succinic acid
- DuPont: Actamax, biomedical materials
- BP: biodiesel

Performance Materials

- KuibyshevAzot Russia; PA6
- Kemrock India; composite resins

* Since September 2010

Enhancing the quality of DSM's earnings profile



*: 2012 EBITDA is including annualized proforma EBITDA of acquisitions

2012 progress in High Growth Economies

Sales

- Sales to High Growth Economies accounted for 38% of total sales
- Good growth in Nutrition and Performance Materials with ~10% growth
- Polymer Intermediates sales declined due to lower caprolactam prices

Highlights

- *China:*
 - new production facilities started-up: 6-APA, SSC, composite resins
 - 2nd Caprolactam plant under construction
- *Latin America, Brazil:*
 - Acquisition of Tortuga is major leap for DSM in Latin America
 - New premix facilities
- *India:*
 - Global shared service center opened
 - Solar power plant being built using panels with anti-reflective coatings from KhepriCoat®



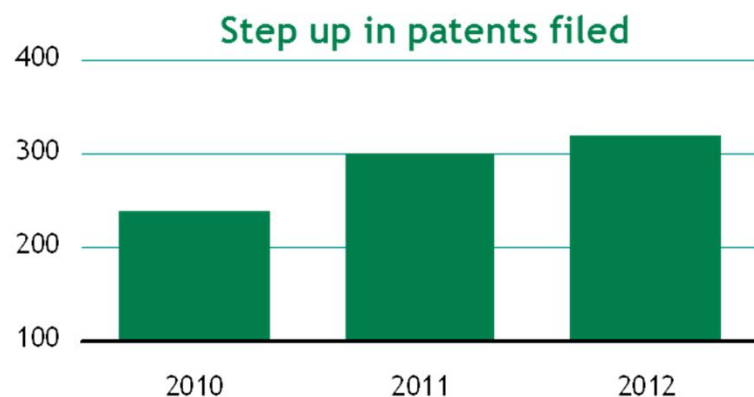
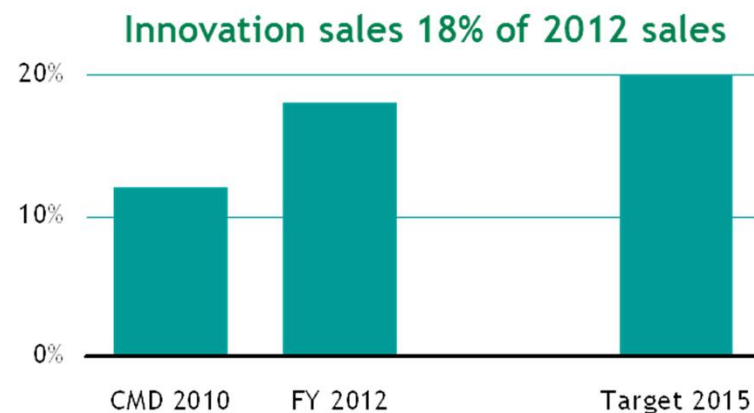
Investing in innovation

- Innovation Sales at DSM is 18% of sales
- 319 Patents added to portfolio
- R&D expenditure in 2012: € 490m (5.4% of sales)

- New investments in *R&D facilities*:
 - Biotech in Delft
 - Materials Sciences in Geleen and Singapore

- New *venturing* investments in:
 - Regentis Biomaterials, a tissue repair company (Israel)
 - Optiwind, producer of wind turbines (US)
 - Venture Capital Funds including the 4th China Environment Fund of Tsing Capital (China)

- Regarding *open innovation*, an essential element of DSM's innovation approach:
 - key highlight is start-up of Bioprocess Pilot Facility in Delft (NL) for scaling-up research for bio-processes



DSM Bio-based Products & Services

- In *cellulosic bio-ethanol*:
 - Advanced C5 yeast and enzymes for cellulosic ethanol commercialized
 - Construction of POET-DSM 20-25m gallon *cellulosic bio-ethanol* facility (Iowa), start up beginning 2014
- In *advanced bio-diesel*, DSM and BP extended cooperation on the development of microbial oils to produce bio-diesel from renewable sources
- In *Advanced Biogas*, DSM refocused on the development of an advanced biogas process: high intensity industrial biogas plant using DSM's advanced enzymes
- In *biochemicals*:
 - Bio-succinic acid plant in Cassano Spinola (Italy), starting production
 - DSM achieved considerable technological progress in bio-based adipic acid and is in advanced discussions with prospective partners
 - Exciting pipeline of wide range of bio-based solutions



DSM Biomedical and DSM Advanced Surfaces

- In *DSM Biomedical*:
 - Acquisition of Kensey Nash making DSM a leading medical device materials supplier
 - DSM expanded its capabilities for manufacturing metal orthopedic products
 - DSM started commercial production of the ActiFit meniscal repair scaffold for Orteq
 - Strong pipeline of new developments including trans catheter heart valves made with Dyneema Purity® fibers
 - New collaborations, including:
 - ComfortCoat® for Epflex medical guidewires
 - CarboSil® TSPCU for AxioMed Spine's spinal discs
- In *DSM Advanced Surfaces*:
 - Recalibrated its strategic approach, which led to a decision to fully focus on solutions for the solar industry, with its anti-reflective coating KhepriCoat®.
 - New capacity for KhepriCoat®



Innovation (EBA's): €1bn high margin sales aspiration by 2020 confirmed

Overview

- Building a higher value business
- **Financial Results**
- Wrap-up

Highlights Q4 2012

DSM is positioned for strong EBITDA growth and increases dividend

- DSM reports a solid Q4 with EBITDA of €243 million
- EBITDA full year 2012 of €1,109 million with growth in all clusters, except for caprolactam
- Robust performance of Life Sciences driven by Nutrition
- Materials Sciences performed well, except for caprolactam
- Strong cash generation from operating activities of €730 million in 2012
- Dividend increase proposed to €1.50 per ordinary share
- Outlook 2013: moving towards EBITDA of €1.4 billion

EBITDA - DSM continuing business

EBITDA (€ million)	2012	2011	2010	2009*	2008*
Nutrition	793	735	684	655	585
Pharma	39	36	61	91	150
Performance Materials	280	293	283	174	266
Polymer Intermediates	129	380	223	36	43
Innovation Center*	-38	-57	-49	(**)	(**)
Corporate Activities*	-94	-91	-41	-122	-80
DSM	1,109	1,296	1,161	834	964

* 2008 & 2009 not restated for changes in pension accounting and corporate research costs

** 2008 & 2009 Innovation Center was reported in Corporate activities

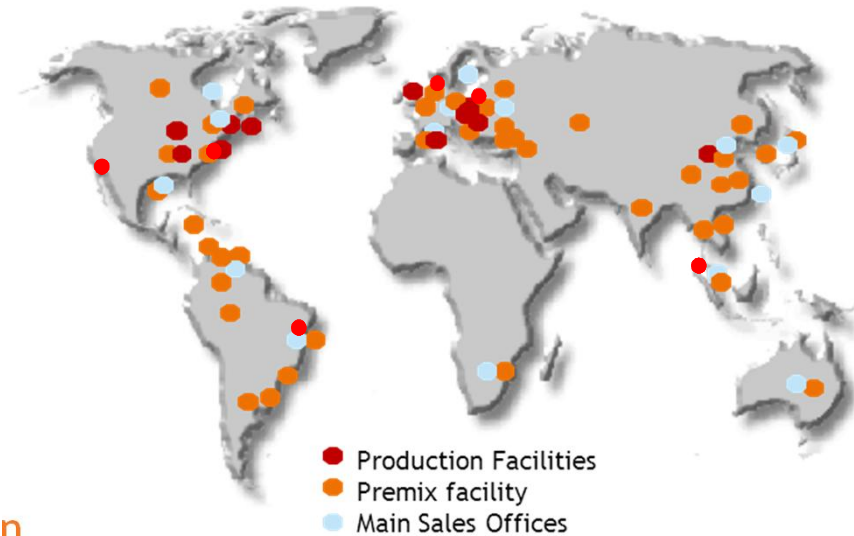
Nutrition: Continued value growth

2012 progress: portfolio broadened, value chain extended and global presence increased

- Continued EBITDA growth driven by advanced forms, premixes, nutritional lipids and contributions from synergetic acquisitions
- New growth platform, DSM Nutritional Lipids established in Omega-3 and Omega-6
- Value chain extended with macro blends and nutritional services
- Continuation of differentiation-, and “value-before-volume” strategy
- Global premix network expanded
- Expansion in food enzymes & cultures

Strong focus on organic growth and acquisition integration, to maximize synergies

DSM's Global Nutrition network



Pharma: Leveraging partnerships for growth

2012 progress

- Business conditions remained challenging but good progress was made
 - 6-APA (6-aminopenicillanic acid) plant started up
 - SSC (Semi-Synthetic Cephalosporin) plant finalized
 - Mammalian manufacturing facility in Brisbane, expected to open 2013
- Product differentiation: Atorvastatin commercialized
- CMO pipeline improved

DSM Pharmaceutical Products will pursue results improvements through own strength initiatives, while simultaneously looking at partnership options



PM: Growing via innovative sustainable solutions

2012 progress

- At *DSM Engineering Plastics*:
 - Strong underlying improvements in specialty polymers were partly offset by the weakness in PA-6 chain
 - Investments in capacities for Arnite® and Arnitel®, Novamid® and Stanyl® ForTii™
 - Successful growth in halogen free solutions and bio-based engineering plastics
- At *DSM Dyneema*:
 - Result was below prior year due to absence of large vehicle protection tenders, despite continued above average growth in commercial marine and sports markets
 - Investments in UHMwPE tape manufacturing facility in Greenville
- At *DSM Resins & Functional Materials*:
 - Results showed an impressive improvement, despite weakness in building and construction
 - Continued business growth in Asia was secured by finalizing the construction of a new composite resin manufacturing plant in Nanjing and a new UV resins plant in Changbin
 - Focus in Coating Resins on sustainable systems: powder coatings, water-based coatings and UV-curing coatings



Portfolio set to outperform once global macro-economic conditions improve

PI: Strengthening backward integration for DEP

2012 progress

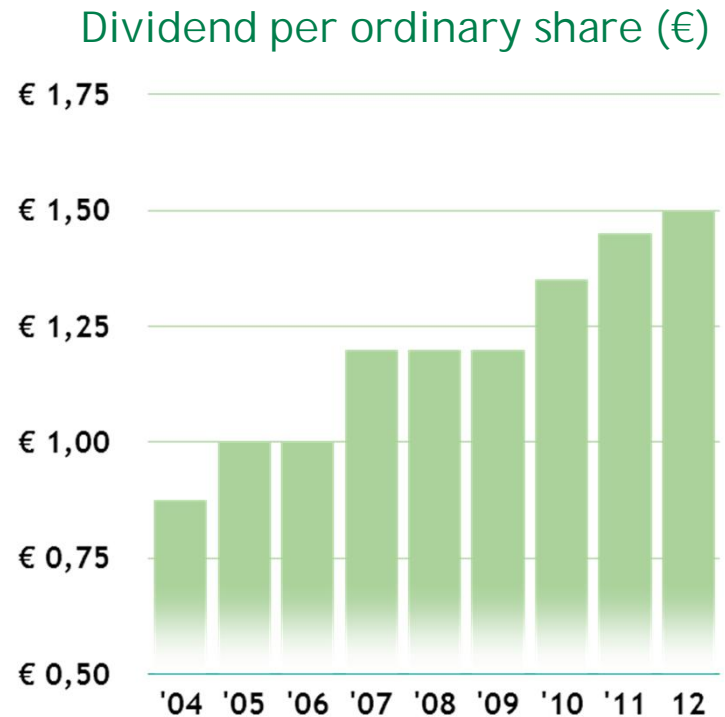
- Significantly lower results: high benzene prices, new capacities in market, combined with weak end-use markets in fibers caused a sharp deterioration of margins
- 2nd 200kt line in China under construction with partner Sinopec (start-up end of 2013)
- Eco footprint improved by implementing new technology during turnarounds
- Investment in sustainable lowest cost ammonium-sulphate facility

DSM will look for opportunities to reduce exposure to the merchant caprolactam markets



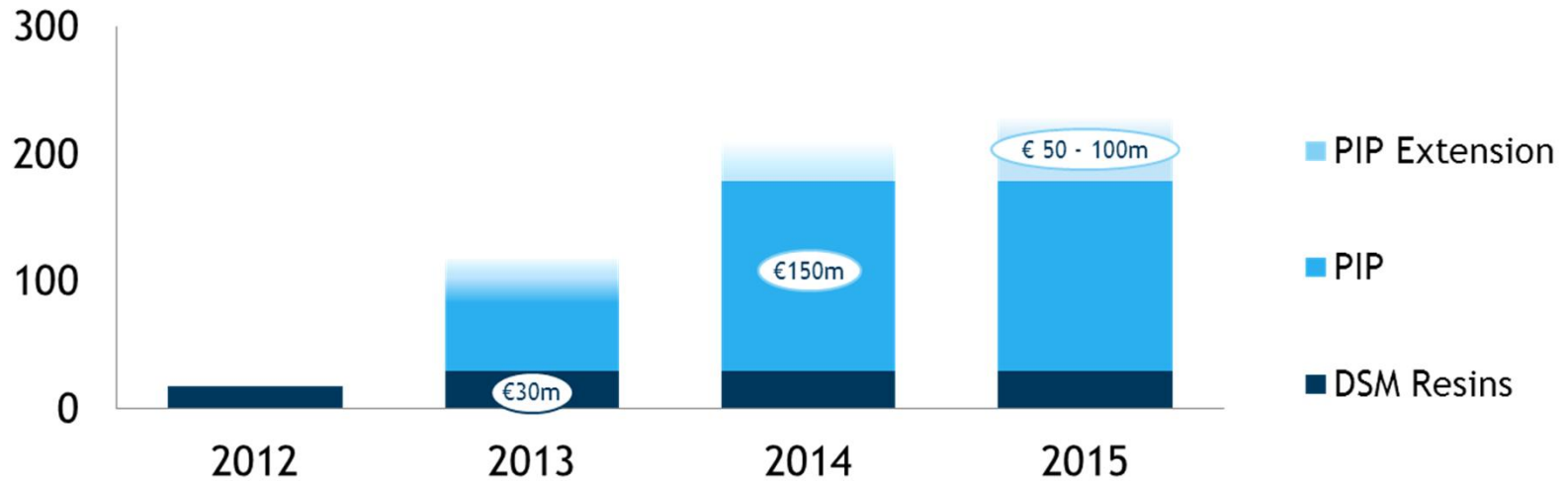
Dividend to increase for the 3rd consecutive year

- Dividend policy “stable and preferably rising”
- Proposal to AGM (May 2013) to increase the dividend by €0.05 to €1.50 per ordinary share
 - € 0.48 interim dividend
 - € 1.02 final dividend
- Payable in cash or ordinary shares



Profit Improvement Program extended

Benefits (€ million)



- Company-wide programs to support mid-term strategic targets
- Expected structural annual benefits:
 - DSM Resins: € 30m by 2013
 - PIP: € 150m by 2014
 - PIP Extension € 50-100m by 2015
- PIP one-off cash costs taken in 2012 (~ €120m), PIP Extension one-off cash costs ~€ 70-80m will be taken in 2013

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Wrap up

- Solid results in challenging market conditions:
 - Nutrition performed well, now representing >70% of Q4 EBITDA
 - 2012 results negatively impacted by caprolactam: €100 million in Q4 and ~ €300 million FY
- Dividend has been increased for third consecutive year from €1.45 to €1.50
- Significant strategic progress made in 2012
- DSM is positioned for strong EBITDA growth in 2013 following € 2.4bn acquisitions in Nutrition
- Profit Improvement Program expanded from € 150m by 2014 to €200m - €250m by 2015
- Outlook 2013 unchanged: based upon current economic assumptions, DSM expects to move towards its 2013 EBITDA target of € 1.4bn

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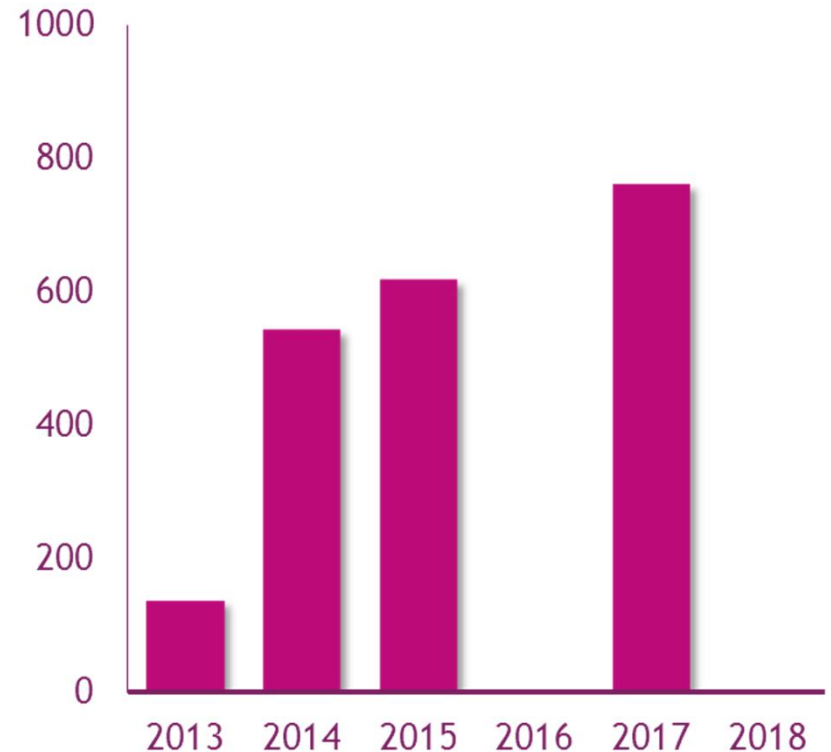
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Annex

Solid and flexible financial base

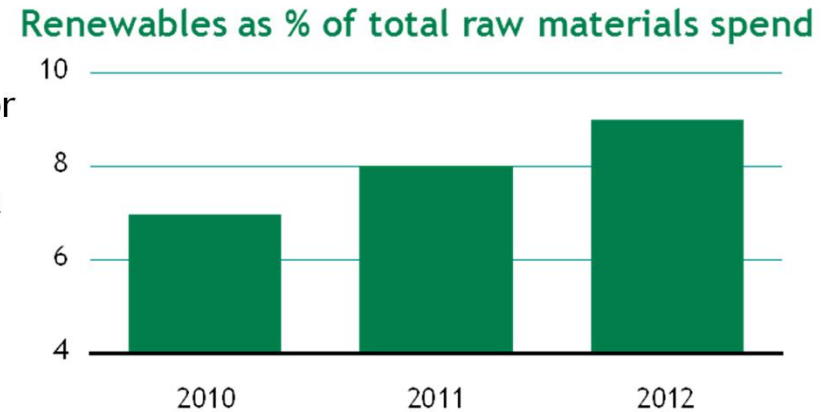
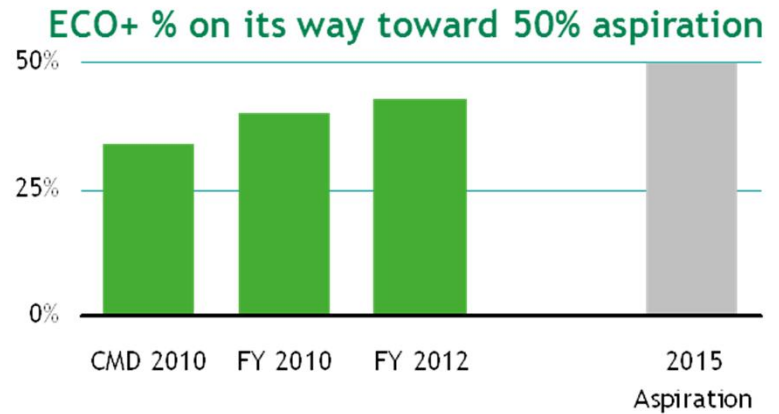
- More efficient capital structure, with gearing of 22%
- Total long term debt ~€2 bn, no covenants in outstanding bonds
- Single A credit rating by Moody's (A3) and S&P (A)
- Committed credit facilities of €900m, fully undrawn
- Updated €3.0bn EMTN program (Hong Kong Dim Sum bond features have been added)
- Continued risk mitigation, including hedging of currency exposures

Debt maturity profile (€ m)



Sustainability as business driver

- DSM was once again among the leaders in the Dow Jones Sustainability World Index. Since 2004 DSM held the top position six times
- ECO+ solutions as % of running business increased to 43%, ECO+ solutions in the innovation pipeline: 80%
- 2012 energy efficiency improved by 14% compared to 2008, on track toward 2020 aspiration of 20%
- Renewables now ~9% of total raw materials spend
- Employee Engagement Index in 2012 improved further and was close to high performance norm
- DSM has started the People+ program, a strategy for measurably improving people's lives. The program was further defined in 2012, including developing a new tool to measure the impact on people



Business Conditions

Nutrition - Feed

- Improving business conditions, impact of high grain prices on demand expected to soften
- Continued global growth in feed demand

Nutrition - Food

- Sustained good business conditions
- Nutritional lipids, premixes and macro-blends showing strong growth

Pharma

- Challenging market conditions
- Usual uneven delivery patterns between quarters

Performance Materials

- Stabilizing market conditions
- Healthy growth in specialty segments
- Continued weakness in PA6 value chain
- No significant re-stocking in Q1'13
- Benefitting from execution of profit improvement programs

Polymer Intermediates

- Business conditions for Polymer Intermediates are not anticipated to improve from H2'12
- Market conditions for acrylonitrile relatively stable

2013 Outlook

- Nutrition is expected to show clearly higher results than in 2012 due to organic growth moving towards the target of 2% above GDP and the acquisitions
- Business conditions in Pharma are likely to remain challenging though DSM is confident of being able to deliver substantially better results notwithstanding the usual uneven delivery patterns between quarters
- Performance Materials is expected to show improved results in 2013, despite the expected negative effects of caprolactam especially compared to the first half of 2012
- Polymer Intermediates is expected to show lower results than in 2012
- For the Innovation Center the activity level will be in line with 2012, with EBITDA clearly improving following the full year contribution of Kensey Nash
- Overall, based on current economic assumptions, DSM expects a step-up in EBITDA during 2013 due to stronger organic growth, supported by DSM's Profit Improvement Program and as the benefits of acquisitions and a more resilient portfolio start to have impact. In 2013 the focus will be on the operational performance and integration of the acquisitions DSM completed in 2012 with special attention to capturing synergies. Overall, based on current economic assumptions, the above will enable DSM to move towards its 2013 EBITDA target of €1.4 billion