

DSM Investor Event 2020

DSM in Food & Beverage

Patrick Niels
November 4th, 2020

NUTRITION · HEALTH · SUSTAINABLE LIVING



DSM

BRIGHT SCIENCE. BRIGHTER LIVING.

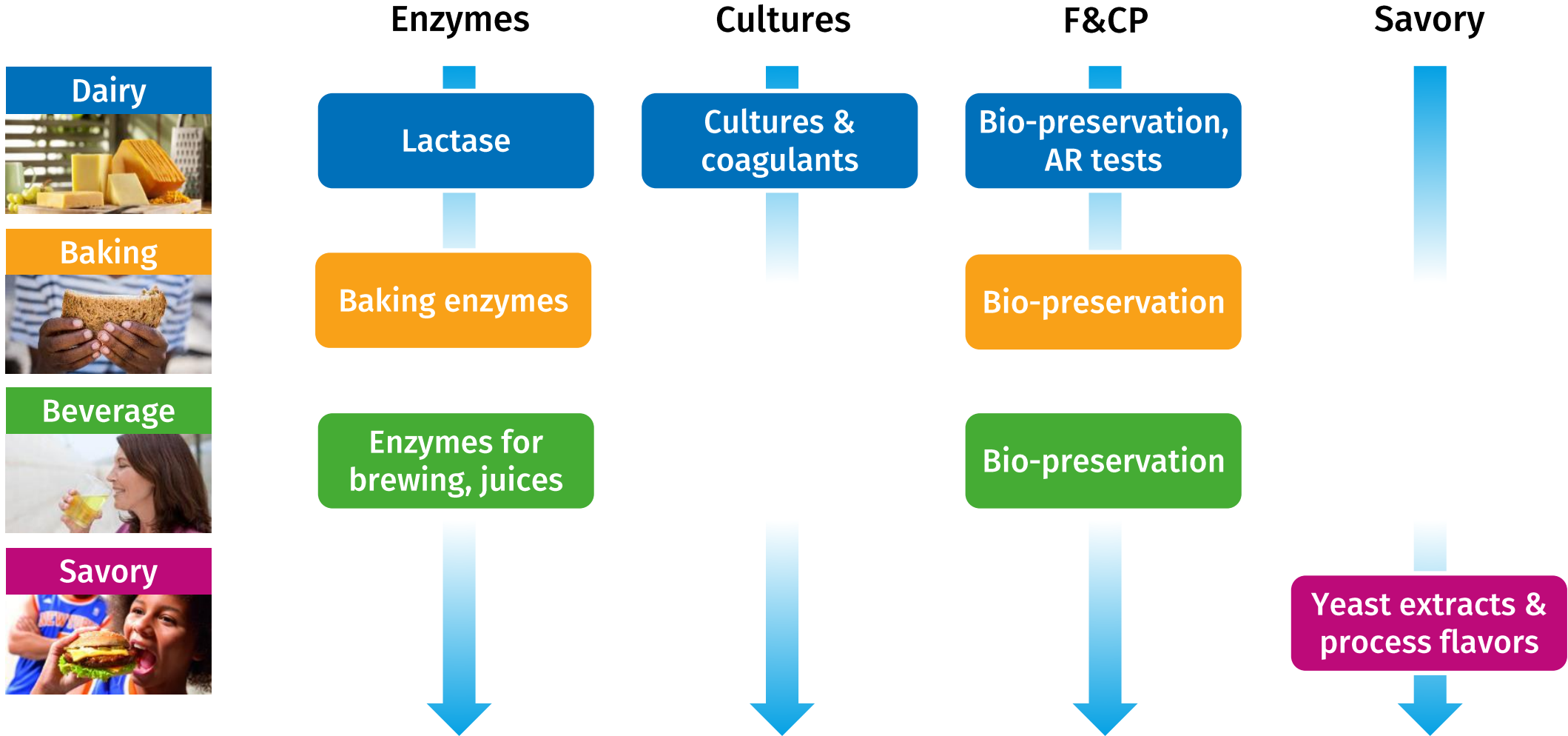
Safe harbor statement

- This presentation may contain forward-looking statements with respect to DSM's future (financial) performance and position. Such statements are based on current expectations, estimates and projections of DSM and information currently available to the company. DSM cautions readers that such statements involve certain risks and uncertainties that are difficult to predict and therefore it should be understood that many factors can cause actual performance and position to differ materially from these statements. DSM has no obligation to update the statements contained in this presentation, unless required by law
- 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

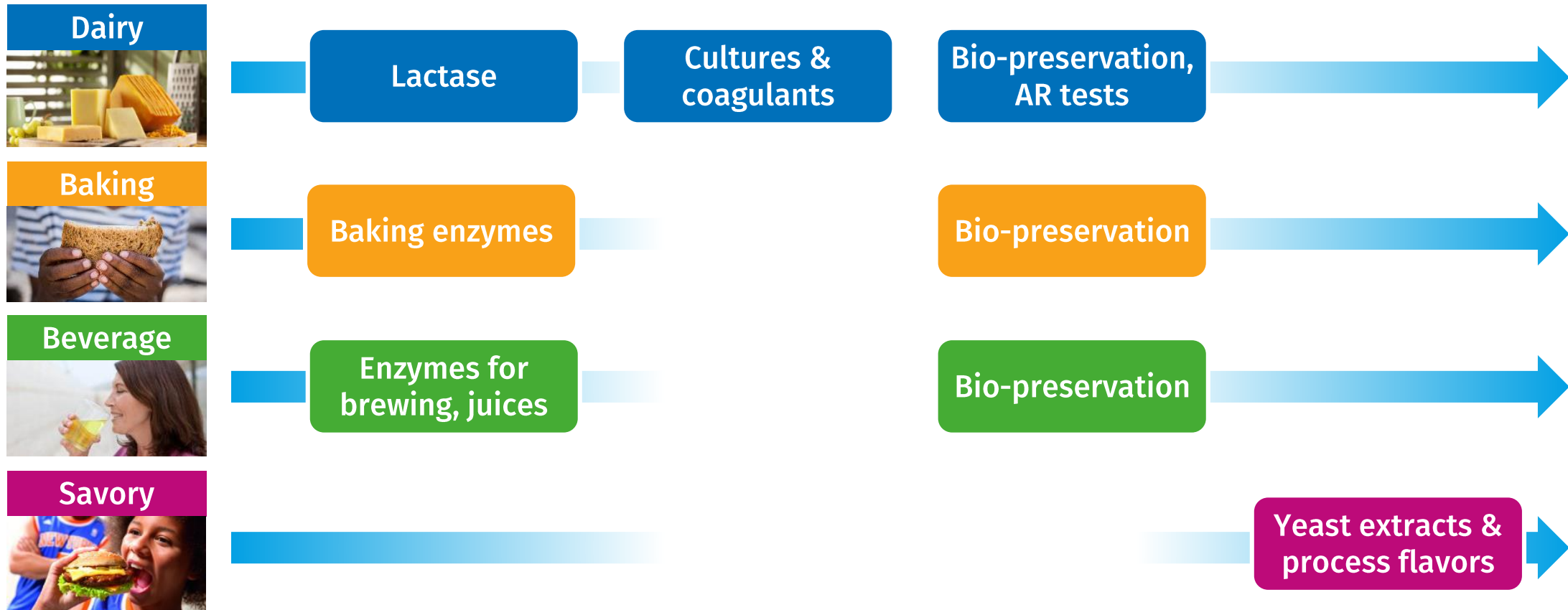
Food & beverage market with rapid demand evolution



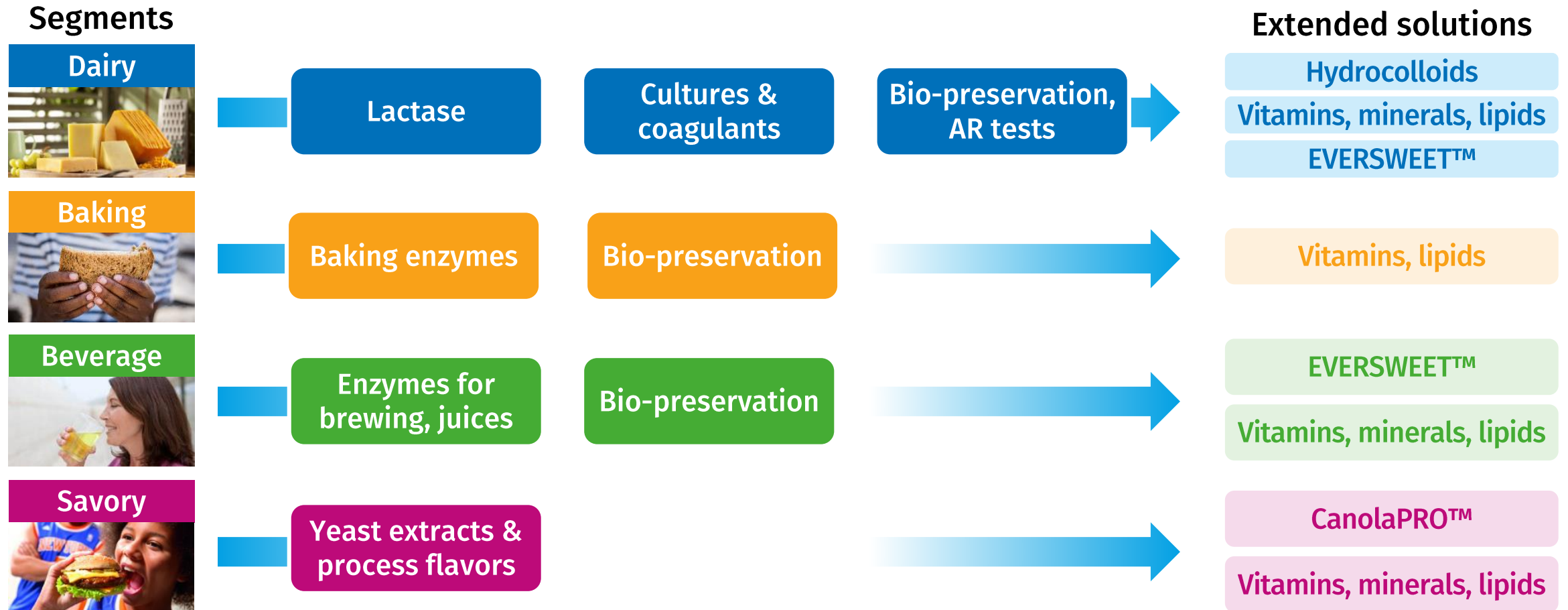
We supply a broad range of ingredients ...



... as part of our integrated offering for all segments



... as part of our integrated offering for all segments



... as part of our integrated offering for all segments



Segments



Dairy



Lactase

Cultures & coagulants

Bio-preservation, AR tests

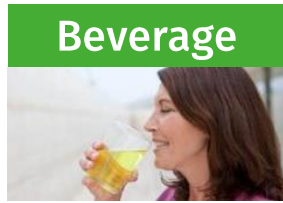


Baking



Baking enzymes

Bio-preservation



Beverage



Enzymes for brewing, juices

Bio-preservation



Savory



Yeast extracts & process flavors



Extended solutions

Hydrocolloids
 Vitamins, minerals, lipids
 EVERSWEET™

Vitamins, lipids

EVERSWEET™
 Vitamins, minerals, lipids

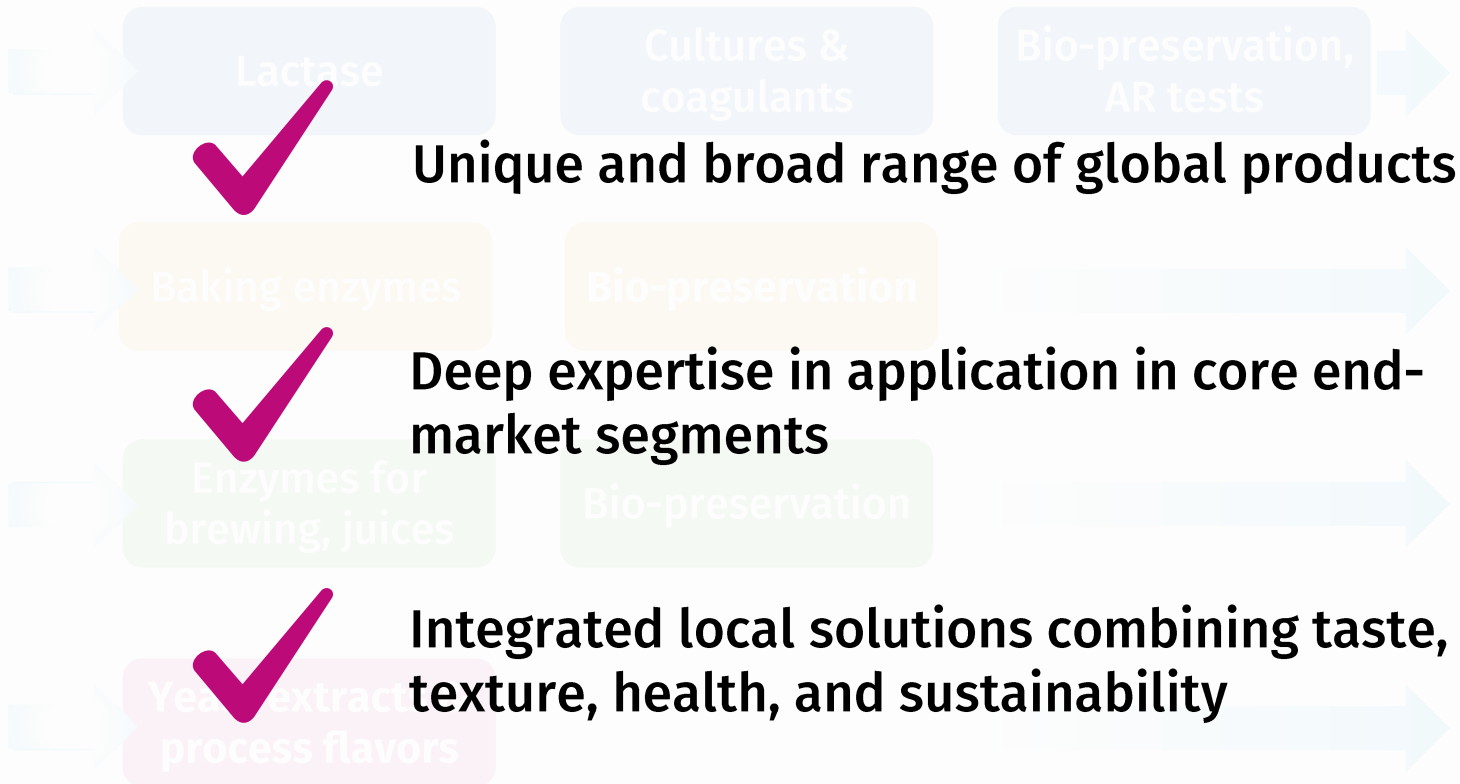
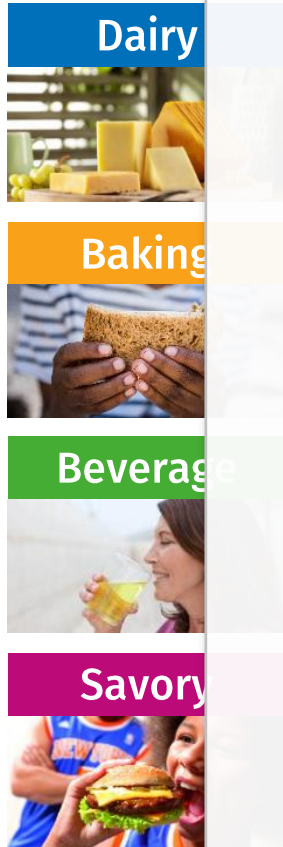
CanolaPRO™
 Vitamins, minerals, lipids



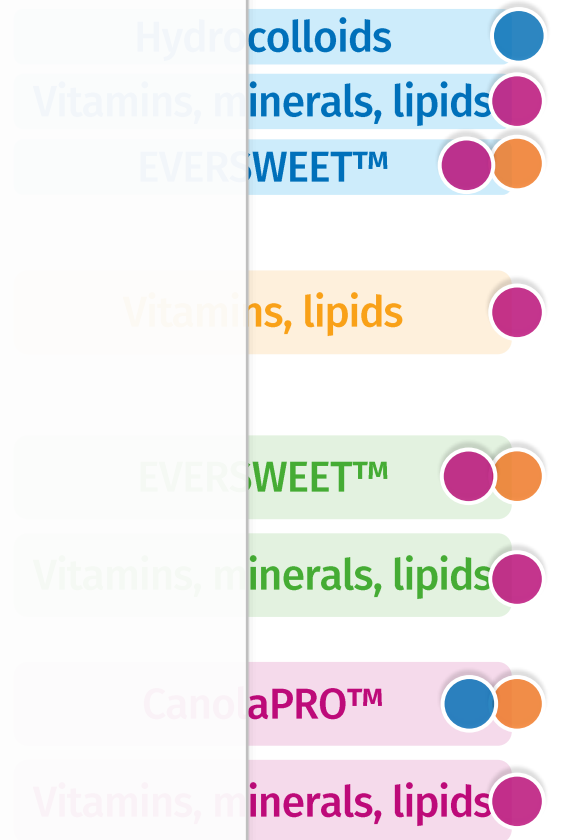
... as part of our integrated offering for all segments



Segments



Extended solutions



We are uniquely positioned to create the most value for our customers

Learn more in the virtual venue!

Enzymes, vitamins, minerals, lipids

Taste: yeast extracts & process flavors

Texture: hydrocolloids & CanolaPRO™

Health: vitamins, minerals, lipids, protein



Drivers for sustained future growth

- Deepening our integrated **application** know-how
- Broadening our **global products** portfolio
- Both powered by **innovation** & through **M&A**



Growing in ingredients and applications – powered by innovation

Precision

Prevention

Proteins

Pathways



Next gen enzymes



Expanded cultures range



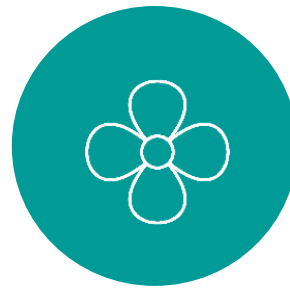
CanolaPRO™: sustainable plant-based protein source

Building block in our solutions offering for meat and dairy alternatives



CanolaPRO™ : Strong product

- Improves taste, texture and nutritional value
- Ideal for food manufacturers craving flexibility & versatility



DSM-Avril JV “Olatein”



- Avril is a strong partner, backwardly-integrated in Canola
- Factory is under construction, commercial launch in 2022



Route to market

- Driven by fast adoption of meat and dairy alternatives
- Key building block for future growth in alternative proteins

Avansya - Hitting double digit sales already in 2020

Learn more in the virtual venue!



CSK acquisition has strengthened our position in biggest segment

- Increased geographic coverage
- Expanded our product portfolio
- Deepened dairy application capabilities
- Business case ahead on top-line and synergies



We continue our customer-focused innovation driven growth path

Sustainable
integrated solutions in
taste, texture
& health

Growing
through
innovation in
**products,
applications
and M&A**

Delivering
continued
**above
market sales
growth**

BRIGHT SCIENCE. BRIGHTER LIVING.™

