

**DSM**  
Het Overloon 1  
6411 TE Heerlen,  
The Netherlands

**Table of Contents**

	<b><u>Page</u></b>
<b>I.</b> Executive Summary .....	1
<b>II.</b> Business Organization .....	5
<b>III.</b> Senior Management .....	12
<b>IV.</b> Facilities and Employees .....	14
<b>V.</b> Technological Know-How .....	18
<b>VI.</b> Product Portfolio .....	20
<b>VII.</b> Marketing Tactics .....	23
<b>VIII.</b> Sales and Profit Growth .....	24
<b>IX.</b> R&D Expenditures and Major Programs .....	37
<b>X.</b> Collaborative Arrangements .....	39
<b>XI.</b> Strategic Direction .....	41

**List of Tables**

Table 1: DSM Sales and Operating Profit Growth

Table 2: DSM Sales by Division

Table 3: DSM Sales Growth by Division

Table 4: DSM Operating Profit by Division

Tables 5: DSM Operating Profit Growth by Division

Table 6: DSM Life Science Products Sales by  
Business Group

Table 7: DSM Life Science Products Sales Growth  
by Business Group

Table 8: DSM Performance Materials Sales by  
Business Group

Table 9: DSM Performance Materials Sales Growth by  
Business Group

Table 10: DSM Industrial Chemicals Sales by Business Group

Table 11: DSM Industrial Chemicals Sales Growth by  
Business Group