

## Key data<sup>1</sup>

	2015 <sup>2</sup>	2014
<b>People</b>		
Workforce at 31 December (headcount)	20,750	21,351
Female/male ratio	28/72	27/73
Total employee benefits costs (in € million)	1,778	1,713
Frequency Index of recordable injuries (per 100 DSM employees and contractor employees)	0.41	0.47
Employee engagement - favorable score (in %)	69	70
<b>Planet</b>		
Energy use (in petajoules)	20.9	39.1
Greenhouse-gas emissions in CO <sub>2</sub> -equivalents (x million tons)	1.1	4.2
Emission of volatile organic compounds (x 1000 tons)	3.1	4.2
COD (Chemical Oxygen Demand) discharges (x 1000 tons)	2.1	3.9
Water use (x million m <sup>3</sup> )	101	118
ECO+ solutions as % of innovation pipeline	91	95
ECO+ solutions as % of running business	57	49
<b>Profit (in € million, unless otherwise indicated)</b>		
Net sales, continuing operations	7,722	7,051
Operating profit plus depreciation and amortization, continuing operations (EBITDA) <sup>3</sup>	1,075	1,038
Operating profit, continuing operations (EBIT) <sup>3</sup>	573	587
Net profit attributable to equity holders of Koninklijke DSM N.V.	88	145
Cash provided by operating activities	696	808
Capital expenditure, cash based	536	628
Dividend for DSM shareholders	297	296
Net debt	2,321	2,420
Shareholders' equity	5,541	5,723
Total assets	11,743	12,126
Capital employed, continuing operations	7,553	7,431
Market capitalization at 31 December <sup>4</sup>	8,396	9,187
<b>Per ordinary share in €</b>		
Net earnings	0.45	0.78
Dividend	1.65 <sup>5</sup>	1.65
<b>Ratios (%)</b>		
Sales to high growth economies / net sales	44	42
Innovation sales / net sales	24	18
EBITDA / net sales (continuing operations)	13.9	14.7
Operating working capital / annualized fourth quarter net sales (continuing operations)	23.5	26.3
ROCE (continuing operations)	7.6	8.2
Gearing (net debt / equity plus net debt)	29.2	29.0
Equity / total assets	48.0	49.0
Cash provided by operating activities / EBITDA	59.5	69.3

<sup>1</sup> For definitions see 'Explanation of some concepts and ratios' on page 0

<sup>2</sup> Key data presented relate to total DSM (= continuing operations + discontinued operations), unless explicitly stated otherwise

<sup>3</sup> Before exceptional items

<sup>4</sup> Source: Bloomberg

<sup>5</sup> Subject to approval by the Annual General Meeting of Shareholders