

## DSM's remuneration expense for the Managing Board and the Executive Committee

x € thousand	Salary		Short-term incentive		Pension expenditure		Share-based <sup>1</sup> compensation		Other items <sup>2</sup>		Total	
	2015	2014	2015	2014	2015 <sup>3</sup>	2014	2015	2014	2015	2014	2015	2014
Feike Sijbesma	870	863	522	321	180	127	709	594	85	85	2,366	1,990
Geraldine Matchett <sup>4</sup>	570	538	342	92	72	35	224	-	125	35	1,333	700
Stephan Tanda	570	565	348	159	92	84	464	391	86	40	1,560	1,239
Dimitri de Vreeze	570	531	342	193	85	79	372	106	88	40	1,457	949
Stefan Doboczky <sup>5</sup>	238	565	143	189	36	84	576	391	17	55	1,010	1,284
Rolf-Dieter Schwalb <sup>6</sup>	-	518	-	167	-	77	-	359	-	32	-	1,153
<b>Total Managing Board</b>	<b>2,818</b>	<b>3,580</b>	<b>1,697</b>	<b>1,121</b>	<b>465</b>	<b>486</b>	<b>2,345</b>	<b>1,841</b>	<b>401</b>	<b>287</b>	<b>7,726</b>	<b>7,315</b>
Other members of the Executive Committee <sup>7</sup>	674	-	345	-	119	-	399	-	41	-	1,578	-
<b>Total Executive Committee</b>	<b>3,492</b>	<b>3,580</b>	<b>2,042</b>	<b>1,121</b>	<b>584</b>	<b>486</b>	<b>2,744</b>	<b>1,841</b>	<b>442</b>	<b>287</b>	<b>9,304</b>	<b>7,315</b>

<sup>1</sup> Share-based compensation expense represents the non-cash cost for DSM of performance shares awarded to members of the Managing Board and stock options to other members of the Executive Committee. These costs are recognized over the vesting period of the performance shares and stock options and therefore cover several years. The increase in 2015 is a result of the fact that older grants are being replaced by newer, more expensive grants (non-cash).

<sup>2</sup> Other items include company car and expense allowance.

<sup>3</sup> Since 2015, the pension expenditure contains an age-dependent contribution for the salary exceeding € 100,000. For employees with a higher age, a higher contribution level is applicable. The 2015 increase is mainly due to the calculated actuarial impact of the increase of the pensionable age from 65 and 66 years to the new pensionable age of 67 years.

<sup>4</sup> Member of the Managing Board as of 1 August 2014; including assignment bonus of €300,000 in 2014.

<sup>5</sup> Left DSM to pursue career outside of the company as of 1 June 2015.

<sup>6</sup> Retired as Member of the Managing Board as of 1 December 2014. Excluding €95,000 salary (2014: €47,500) and €136,542 (2014: €57,987) other remuneration expenses for Mr. Schwalb as retired Member of the Managing Board.

<sup>7</sup> From 1 September 2015 onwards.