Standardisation in unstructured dialogues

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Adrie Vreeke
Mission

Our purpose is to create brighter lives for people today and generations to come

We connect our unique competences in Life Sciences and Materials Sciences to create solutions that nourish, protect and improve performance
Active in Health, Nutrition and Materials

- Leading supplier of nutritional ingredients (including vitamins, carotenoids, omegas, food/feed enzymes, cultures, yeasts, nutraceuticals) for the feed, food and personal care industries
- Leading supplier of sustainable high performance materials for the automotive, electrical & electronics and building & construction industries
- Recognized as top innovator active in biomedical materials, advanced biofuels, bio-based chemicals and advanced solar systems
Royal DSM @ a glance: a company with a purpose
(2017 numbers)

- Sales ~€8.6bn (9% growth in 2017)
- EBITDA €1,445m (15% growth in 2017)
- ROCE 12.3% (up 190bps)
- Global company with 65% of sales outside Europe
- Highly engaged workforce: ~25,000 employees
- Intrinsically innovative company: 21% sales from innovation
- ~ 45% sales from high-growth economies
- Strategy well aligned with the Sustainable Development Goals
Nutrition
Essential nutritional ingredients for animal feed & human food

Value proposition of DSM’s Nutrition business:
• Increase the nutritional content of feed and food
• Enable feeding a growing global population with the scarce natural resources available
• Reduce the ecological footprint of producing food through biotechnology e.g. enzymatic fermentation
  - It is impossible to feed the growing global population with plant based materials only
Structuring Dialogues

Profit improvement project resulting in Change in organizational structure, strategic marketing & sales excellence
Set -up KPI framework and mapped out the reporting lines to identify the performance dialogues
Challenges in standard - examples
## Monthly Performance Overview

### Global

Data per APR 2018

### Sales and Customer Trends

**Sales in mlnEUR**

- AC: [Value]
- BU: [Value]

### Deviation Analysis

**Sales - Organic Growth (Price/Volume) in %**

- vs. BU: [Value]
- vs. PY: [Value]

### Project Funnel Review

**Total Funnel Value APR in mlnEUR**

- CM: [Value]
- PM: [Value]

### Sales Action Funnel Review

**Implemented - Value in kEUR**

- Growth Actions: [Value]
- Pricing Actions: [Value]
Monthly Performance Overview

Global

Sales per month - Total  Sales per month - Straight  Sales per month - Premix

Sales and customer trends - Sales Analysis - Total

Sales in mlnEUR

ΔPY%

ΔBU%

Data per APR 2018

Sales analysis
### Deviation Analysis - PY

**Sales and GPy in KEUR**

<table>
<thead>
<tr>
<th>Deviation Analysis - Sales sales</th>
<th>in %</th>
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<tr>
<td>PY</td>
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<td>Price Deviation</td>
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<td>Volume Deviation</td>
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<td>Sales XR Deviation</td>
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Monthly Performance Overview

Global

Data per APR 2018

- First Year Value - Outlook per month
- APR - Outlook per month
- FYV and APR (Projects converted to Sales Action) - Outlook per month
- Funnel Value by quarter

Project Funnel Review - Funnel Analysis (First Year Value)

FYV in minEUR

Previous Year Outlook by Month

Outlook by Month
To conclude

Some challenges in the current IBCS standard

    Chapter logic e.g. tiles per chapter
    Challenges Scaling
    Deviation analyses on Volume/Price effects
    Forecast/Funnel data to visualise

While introducing the IBCS standards

    Explain the reasoning - One view, one version
    Keep it simple - ‘Golden Rules’
    Get management buy-in
Contact

Adrie Vreeke
Phone: (+41) 79 445 48 30
e-mail: adrie.vreeke@dsm.com

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