

Security of infrastructures

Case study DSM - European Responsible Care Forum



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A woman with dark hair, wearing a white button-down shirt, is shown in profile, looking towards the left. She is standing in a city street with tall buildings in the background. The sun is low on the horizon, creating a bright glow and lens flare effects. The buildings are modern, with many windows reflecting the light.

Content:

A. Company introduction

B. Security governance model

A. Company introduction:

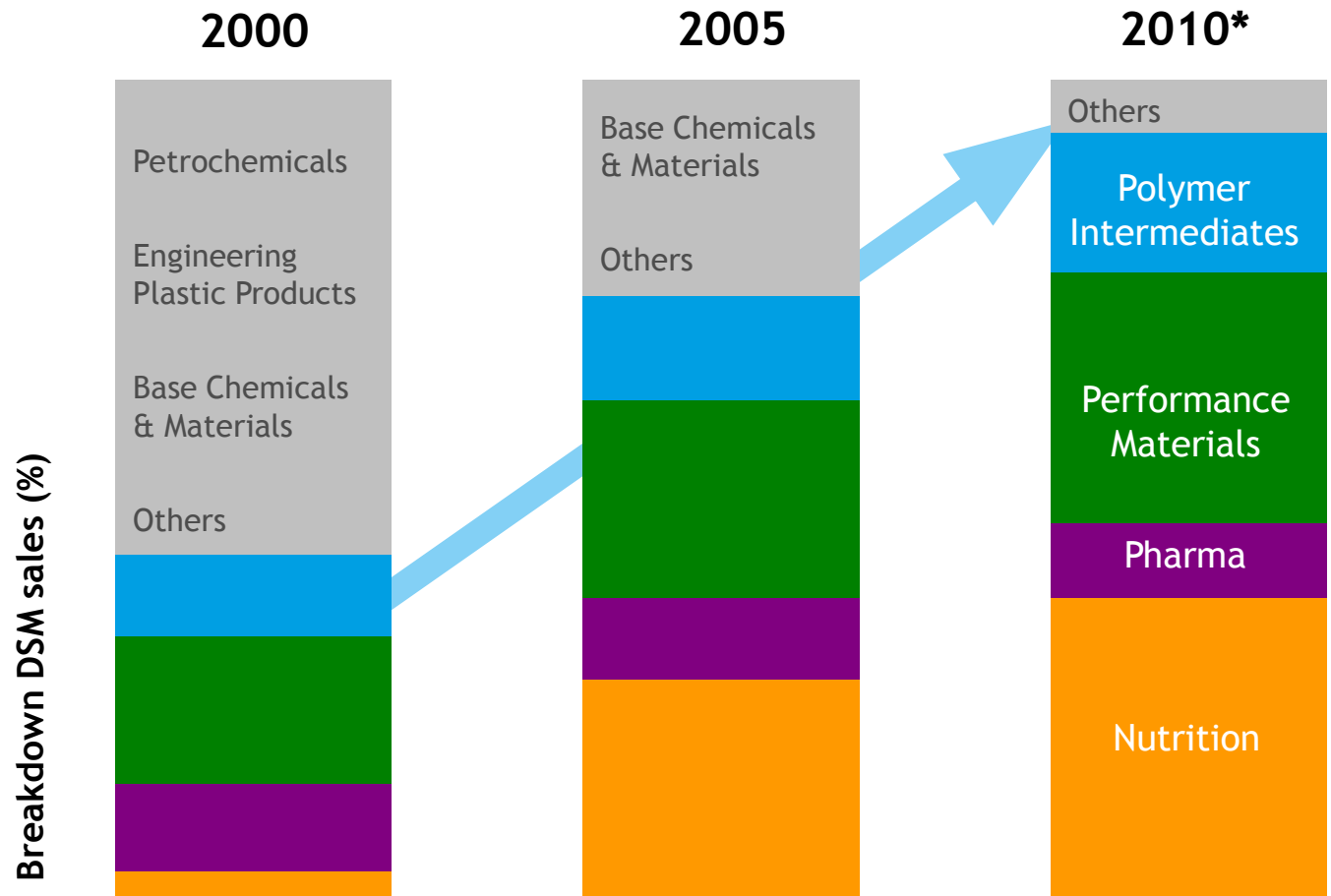
Company profile

Royal DSM N.V. creates innovative products and services in Life Sciences and Materials Sciences that contribute to the quality of life.

DSM's products and services are used globally in a wide range of markets and applications, supporting a healthier, more sustainable and more enjoyable way of life. End markets include human and animal nutrition and health, personal care, pharmaceuticals, automotive, coatings and paint, electrical and electronics, life protection and housing.

DSM has annual net sales of EUR 8 billion and employs some 22,700 people worldwide. The company is headquartered in the Netherlands, with locations on five continents. DSM is listed on Euronext Amsterdam.

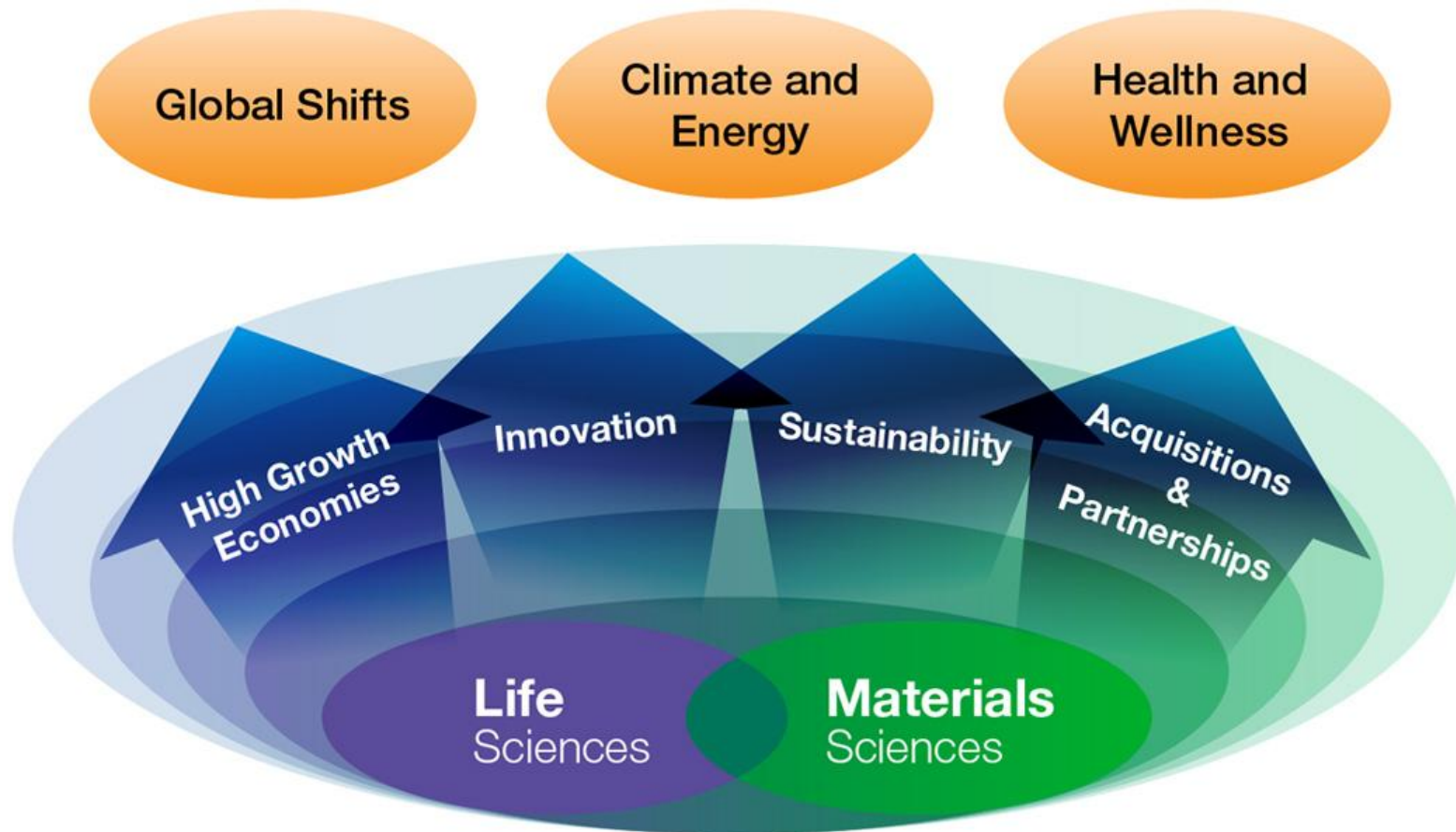
A. Company introduction: Transformation completed



* Excluding discontinued

A. Company introduction:

DSM in motion: *driving focused growth*



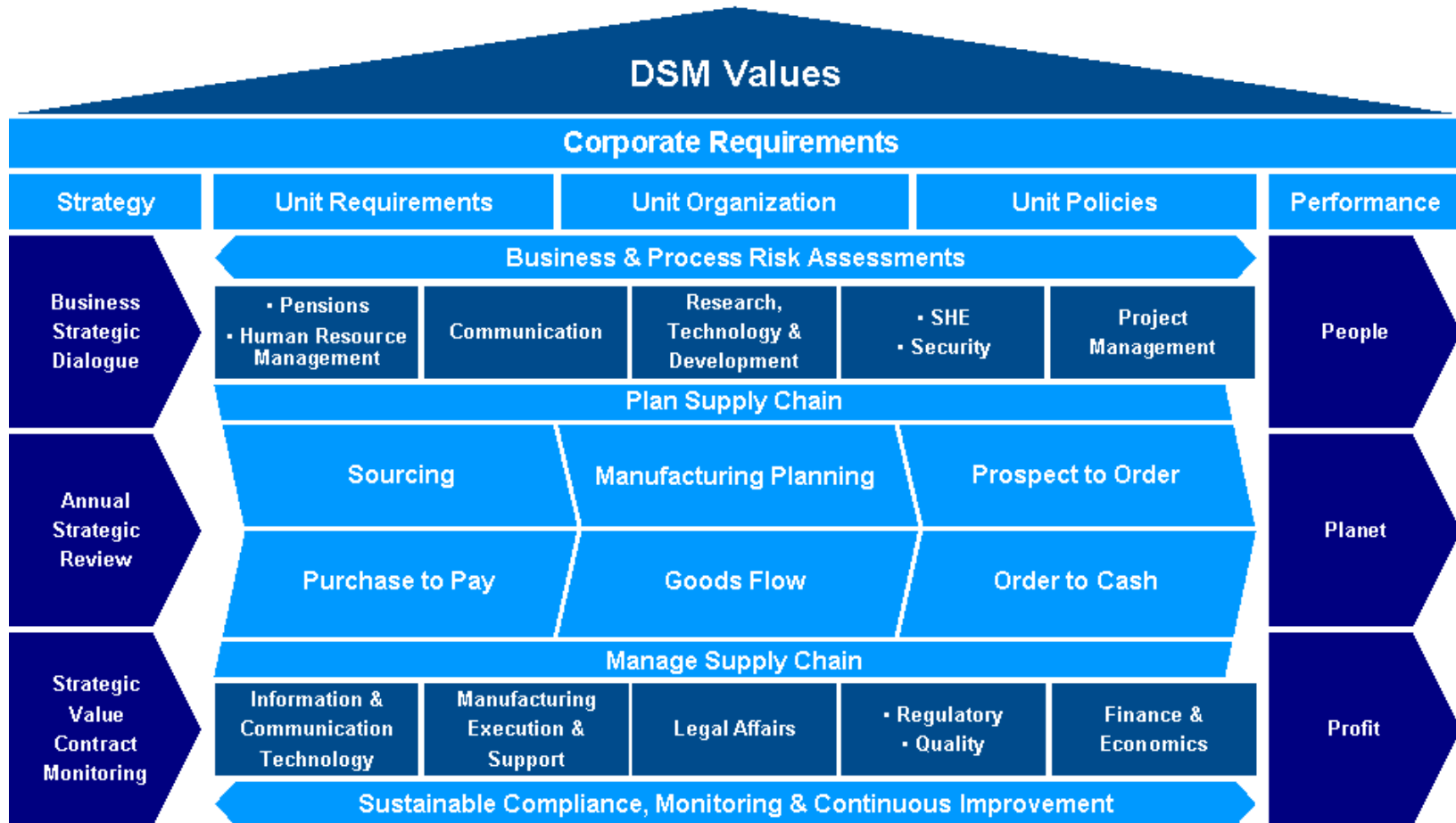
A. Company introduction:

Profile of DSM's operating environment

- **Operating in 49 countries → International environment**
 - Travel;
 - DSM staff in high risk environments (family & bachelor posting).
- **Innovation is key to DSM's success**
 - Information security is the # 1 priority. DSM currently owns more than 14,000 patents, covering about 2,600 individual inventions. In 2008 some 363 new patent applications were filed. Our patent activities cover some 100 countries across the globe.
- **Nature of business / materials used in operations**
 - Drug & explosive precursors;
 - Non-proliferation;
 - International legislation (chemical, food/feed, pharma).

B. Governance model:

Management framework for operational units: DSM Business Portal



B. Governance model: DSM Code of Business Conduct

Corporate Security is an integral part of the overall Risk Management Strategy of DSM which embraces the Business Code of Conduct and strives to minimize risks and impact to the business by working to ensure that the DSM values are adhered to.

Chapter 9 of the Security Requirements:

A security incident is “any activity that is a violation of a criminal and/or administrative law, the Code of Conduct for Information Security, or the DSM Code of Business Conduct or an uncontrolled situation, all related to security and leading to possible impact to DSM.”

The DSM Code of Business Conduct encompasses three dimensions:

People: The Human Dimension

Planet: The Environmental dimension

Profit: The Economic Dimension

B. Governance model: DSM's security requirements

The new security requirements allow business groups and functional units to build a full and sustainable security management program*, including all organizational levels and based on applicable risks.

Security Policy

1. Management Commitment
2. Resources
3. Risk Assessment
4. Security Measures
5. Information Security
6. Basic Security Plan
7. Training and Awareness
8. Communication & Information Exchange
9. Incident Reporting and Investigations
10. Performance Monitoring, Reporting and Improvement



* In line with Responsible Care® Security code of Management Practice

B. Governance model:

Security Organization

Functions

- Corporate Security
- Business Group Security Managers
- Regional Security Advisors
- Local Security Responsibles

Communication

- Security Council
- Regional Security Platforms

Tools

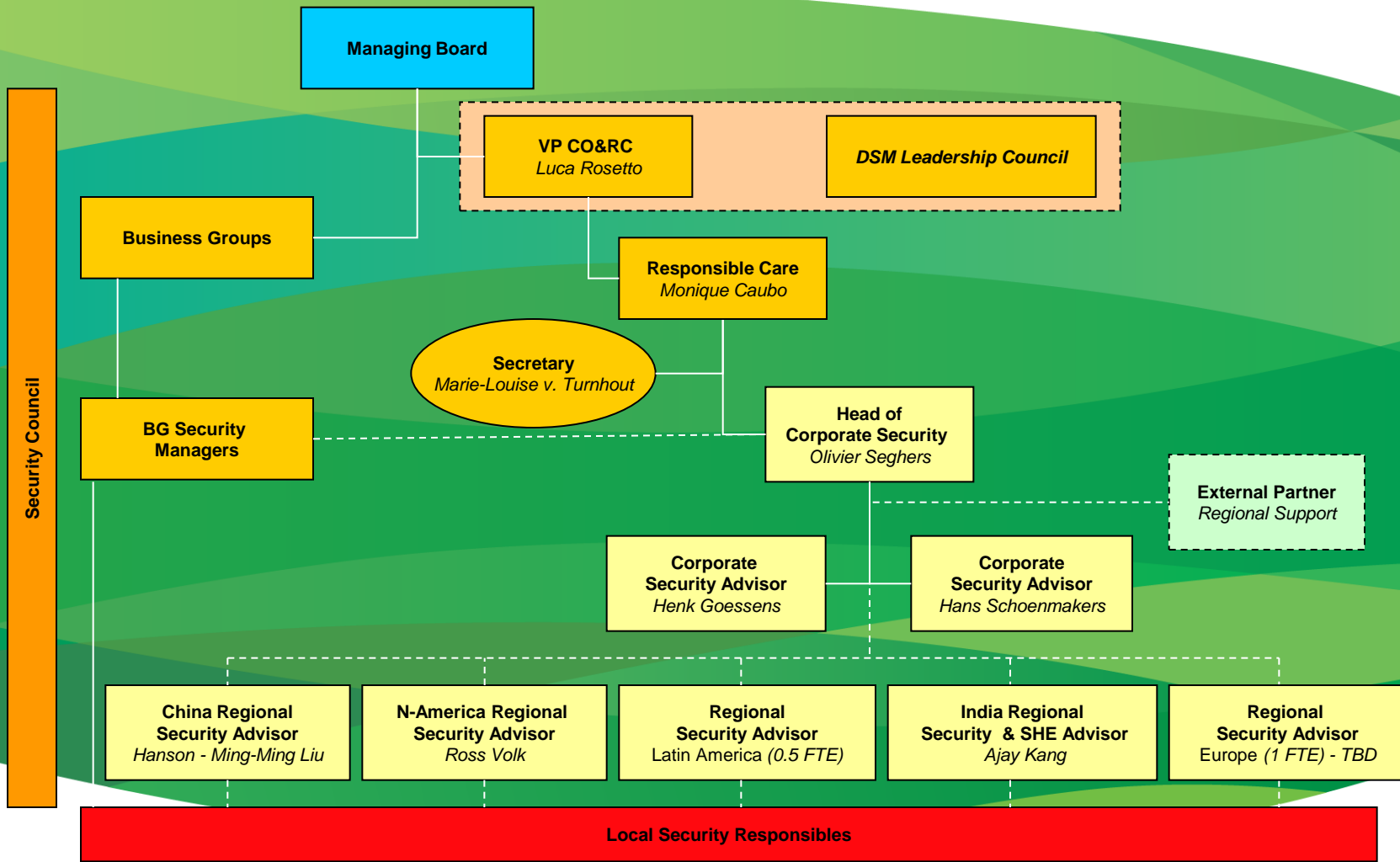
- Corporate requirements
- Practices

B. Governance model: Security Principles

- Senior management commitment
- Line management responsibility
- Functional expertise
- Cross-business issue
- Local, national, regional and international threat issues
- Main efforts on protection of people
- 100% security is an illusion
- Primary aims are to deter, detect, delay and respond
- Priority on protecting **vital or critical assets**
- Security during all stages of business processes – from design to divestment

Security is not an obstacle for business but an enabling instrument

B. Governance model: Global Security organization



Security @ DSM anno 2015

- A professional security organization with worldwide representatives able to deal with most common security threats for DSM;
- Security is integrated in the organization, similarly to SHE;
- Security professionals are reliable and integer partners in business; the business recognizes their added value.

This will benefit DSM cause, will improve DSM's social responsibility program and contribute to full compliance to DSM's Code of Business Conduct.





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C. Backup: Definition Security

Definition:

Security is defined as the process of identification, evaluation and management of security risks to people, property, product, processes, information and reputation in all activities in which DSM has a controlling interest

Note: If DSM has a non-controlling interest, the company actively promotes a similar policy



Mission Statement:

DSM Corporate Security contributes to create a secure business environment, to minimize economic losses and business disruption and to safeguard DSM's integrity and reputation

C. Backup: Scope of Security

