



Private Sector initiatives on measuring and reporting

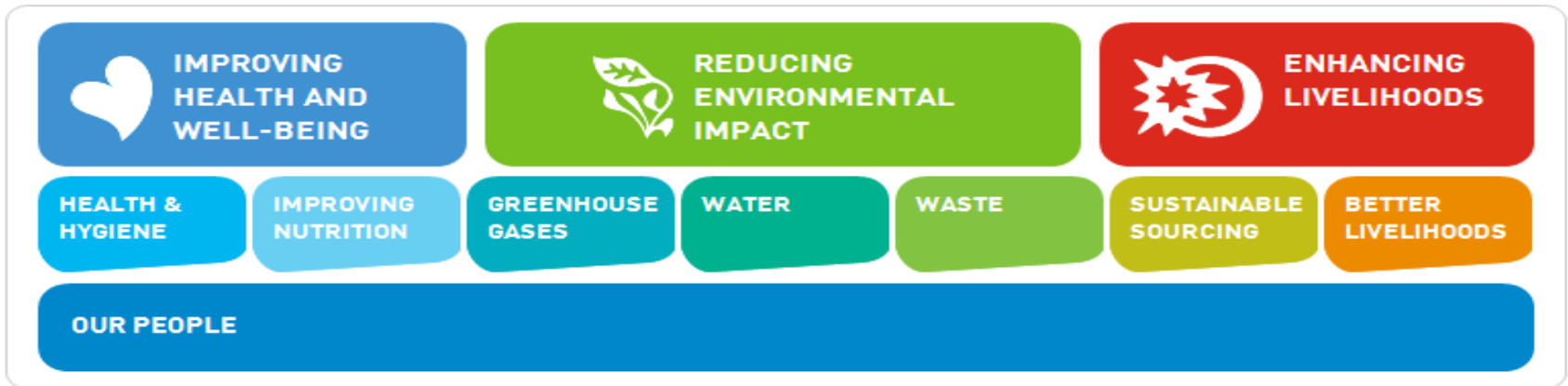
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Corporate reporting

- ▶ The landscape of corporate reporting
- ▶ Key stakeholder groups
- ▶ Different reports for different purposes: annual reporting to investors, performance reports to business partners, consumer product information, compliance reports to governments

Unilever

Sustainable Living Plan



IMPROVING HEALTH AND WELL-BEING

We estimate that we helped 135 million people take action to improve their health and well-being.

HEALTH & HYGIENE

By 2020 we will help more than a billion people to improve their hygiene habits and we will bring safe drinking water to 500 million people. This will help reduce the incidence of life-threatening diseases like diarrhoea.



KEY

- ✔ achieved
- on-plan
- off-plan
- ✘ missed target

We have reached 100 million people with our handwashing, oral care and self-esteem programmes, and a further 35 million with safe drinking water.

- Reduce diarrhoeal and respiratory disease through handwashing
- Improve oral health
- Provide safe drinking water
- Improve self-esteem

Integrated Reporting: Performance

key indicators DSM

Net sales, continuing operations (x million) €9,048	Operating profit plus depreciation and amortization, continuing operations¹ (x million) €1,296	Net profit, continuing operations¹ (x million) €594	Net profit, total DSM (x million) €814
Cash provided by operating activities, total DSM (x million) €882	Capital expenditure including acquisitions (x million) €1,502	Basic earnings per ordinary share, total DSM €4.86	Dividend per ordinary share² €1.45
ROCE, continuing operations (in %) 14.0	Innovation sales as % of total sales 18	Sales in High Growth Economies as % of total sales 39	China sales, continuing operations (x USD million) 2,002
ECO+ products as % of innovation pipeline, total DSM 94	ECO+ products as % of running business, total DSM (at year-end) 41	Energy use, continuing operations (in Petajoules) 44	Water use, continuing operations (in million m ³) 157
Greenhouse-gas emissions, continuing operations (x million tons) 4.6	Workforce (at year-end) 22,224	Employee engagement - favorable score (in %) 71	Frequency Index of recordable injuries (per 100 DSM employees and contractors) 0.53

- **People:** improving people's lives through DSM's activities and innovations
- **Planet:** improving the environmental impact of DSM's activities and products (ECO+)
- **Profit:** creating profitable businesses and value for DSM's shareholders whilst meeting DSM's ECO+ objectives to provide solutions to global societal needs

Example of PUMA's monetizing tentative

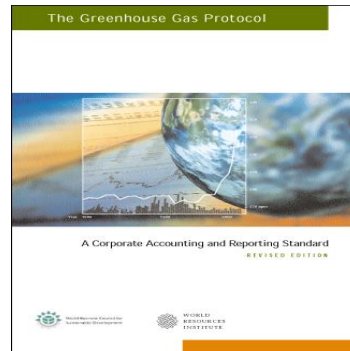
2010	Non-financial performance	Economic value € million	Economic value %
PUMA Operations:			
Greenhouse Gases (ktCO ₂ e)	110.1	7.2	7.6%
Water ('000 m ³)	108.8	0.1	0.1%
Tier 1 suppliers			
Greenhouse Gases (ktCO ₂ e)	131.4	8.6	9.1%
Water ('000 m ³)	5,319.8	0.8	0.8%
Tier 2 - 4 suppliers			
Greenhouse Gases (ktCO ₂ e)	476.0	31.2	33.1%
Water ('000 m ³)	72,064.5	46.5	49.3%
Total:			
Greenhouse Gases (ktCO₂e)	717.5	47.0	49.8%
Water ('000 m³)	77,493.1	47.4	50.2%
Total economic value		94.4	100%

► Puma is piloting an initiative on **externality valuation**.

► So far, Puma has **monetized** environmental externalities on **GHG emissions** and **water consumption**, attempting to evaluate their full social cost.

► Furthermore, Puma plans to expand such valuation to other types of externalities and intangibles (human capital, health, safety, etc.).

Different guidances



Barriers and Solutions

- ▶ Data availability
- ▶ Too many indicators
- ▶ Complexity in measuring
- ▶ Understanding impacts
- ▶ Business case
- ▶ Capacity building
- ▶ Fair market prices
- ▶ Convergence in standards
- ▶ Joint public-private initiatives



Thank you