

Executive meeting

“Sustainable Development in Challenging Times”

Managing short term and long term interests

With Wout Dekker (Nutreco), Feike Sijbesma (DSM), Henk de Bruin (Philips), Peter Blom (Triodosbank)
Ray Anderson (Interface) and Annemarie van der Rest (Shell)

Highlights of the meeting

The six business leaders of the panel reveal their personal leadership and corporate strategy on how to operate in a time of fundamental change. Topics that will be addressed are:

- What can we learn from best practices and failures of the past?
- How can businesses create long term added value
- What are the current leader challenges, corporate challenges and system challenges challenges for sustainability?
- What are possible next steps to take?

Dinner Impression



Panel Conversation and introduction of leaders

During the meeting six business leaders were present being Wout Dekker (NutraCo), Feike Sijbesma (DSM), Henk de Bruin (Philips), Peter Blom (Triodosbank) Ray Anderson (Interface) and Annemarie van der Rest (Shell).

Ray Anderson; CEO Interface Inc. Founder and chairman of Interface Inc., the world's largest manufacturer of modular carpet for commercial and residential applications and a leading producer of commercial broadloom and commercial fabrics. He is "known in environmental circles for his advanced and progressive stance on industrial ecology and sustainability."¹ Since 1995, he has reduced Interface's waste by a third, and plans to make the company sustainable by 2020. For instance, under his leadership, Interface seeks to reduce and then eliminate "petroleum from its manufacturing processes."³ He is pioneering recycling efforts with nylon and polyester which "is recyclable, leading to more closed loop technologies for the future."²



Ray anderson has transformed his business to a sustainable business model; what is next.

Feike Siebesma; CEO DSM. The activities of DSM are grouped into five clusters: Nutrition, Pharma, Performance Materials, Polymer Intermediates and Base Chemicals and Materials. There are few companies, and even fewer successful chemical companies with a history to match that of DSM. Companies that have changed so much over time, reinvented themselves, repeatedly adjusted to changing circumstances; changed from state mines to specialty company.

Feike Siebesma is an economist and a biologist he leads the company with an understanding of the value of diversity and the need to adapt in order to survive.

Peter Blom; CEO Triodos bank. Triodos bank finances companies, institutions and projects that add cultural value and benefit people and the environment. Triodos Bank has won the Financial Times Sustainable Bank of the Year Award at the International Sustainable Banking Conference in London. The Bank has been awarded this prestigious prize for its leadership and innovation in integrating sustainability in all its activities.

Peter Blom has created a sustainable organization, bank, how can he transform the financial sector

Wout Dekker; CEO Nutreco Holding

Nutreco is a global leader in animal nutrition and fish feed. Their advanced feed solutions are at the origin of food for millions of consumers worldwide. Quality, innovation and sustainability are guiding principles, embedded in the Nutreco culture from research and raw material procurement to products and services for agriculture and aquaculture. Experience across 100 years brings Nutreco a rich heritage of knowledge and experience for building its future.

Wout Dekker has directed and grown the company to a more profitable company

Annemarie van der Rest HSSE manager Shell Nederland B.V. (Public Company; RDSA; Oil & Energy industry) 2003 — Present (6 years). Coordinating issues in the field of Health, safety, Security and Environment for the Shell companies in The Netherlands.

Henk de Bruin; Senior Vice-President Philips International; Head of Corporate Sustainability Office

Questions and Answer round

Due to the extreme temperatures it was decided to have this round outdoors, in the beautiful English garden of Kasteel Groeneveld. This resulted in a personal and rousing energy.



Some final advice from the business leaders to the next generation:

Henk de Bruin “Out of the box thinking is key for changing the mindset of people. Females have a different decision making process; pragmatic, staying out of the crowd but not too far to not be heard”

Woud Dekker “Implementation of ideas is a key aspect. Continue in believing what you think should happen. Craps the momentum and be prepared for the change”

Peter Blom “Important is to be an entrepreneur and to relate to what you care for. The next generation desires to receive feedback.

Ray Anderson “Remember how to sustain energy in a systematic way. As a leader you need to be consistent, persistent and clear. Do not change directions too often”.

Feike Sijbesma “To realize your dream it is required that you stick to your believe and passion. Do not forget to ‘evaluate’ from time to time to see if you are still on the right track”.

Annemarie van der Rest “Analyse what need there is for which leader. Show your passion for sustainability and be/remain critic”.

