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Date  
13 November 2018

Sir,

On behalf of DSM and our CEO Feike Sijbesma, I would like to congratulate Your Royal Highness on Your Royal Highness's 70<sup>th</sup> birthday. On this occasion, I would also like to express our sincere thanks to Your Royal Highness for Your Royal Highness's leading role in helping unite finance and sustainability. At Royal DSM, we fully recognize that the need to address the threat of a changing climate on our planet and communities is becoming urgent, and that therefore organizations need to ensure that sustainability is systematically considered as one of the key business drivers, both threat and opportunity, as well as anchored into the economic system.

This is not an issue which can be tackled alone. Therefore, I immediately recognized the added value of the A4S network, bringing CFOs together to play a leadership role in the transition towards sustainable and resilient business models. The Guides produced by the network will speed up the transition we need for a sustainable economy and help increase the impact of the network members as companies "willing" to lead by example.

Through my engagement with the A4S network, I have come to realize the importance of developing a finance culture in which sustainability is fully embraced. Our active role in the A4S Finance Culture project is a result of this. The work of the project team will help finance professionals realize how much impact they can have and empower them to help shape the next phase in the evolution of Finance.

Furthermore, as one of the early TCFD adopters, we applaud the work done by A4S to support the broad implementation of these recommendations.

As CFOs we are uniquely positioned to embed sustainability into decision making. Platforms such as A4S are instrumental to stimulate collaboration and the exchange of practices.

Your Royal Highness's work is helping us to not only futureproof our companies but also society at large. We have a lot of admiration for Your Royal Highness's leadership and will continue to enthusiastically support the activities Your Royal Highness initiated through the creation and patronage of the A4S network.

Yours sincerely



Geraldine Matchett  
Chief Financial Officer Royal DSM