

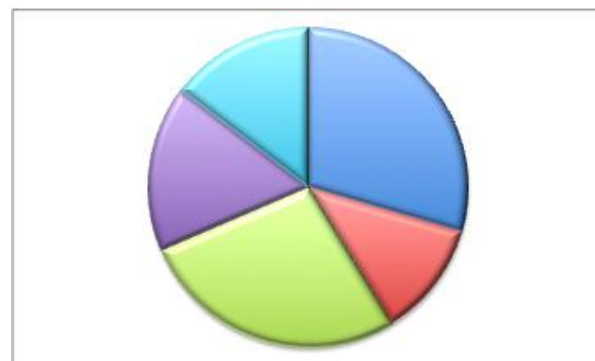
Corporate Venture Capital at DSM

The Life Sciences and Materials Sciences Company
23000 Employees; Global operations; 200 locations



2007 revenue x € million

Nutrition	2,590
Pharma	1,031
Performance Materials	2,392
Polymer Intermediates	1,475
Base Chem. & Materials	1,284



Erik Rutten

February 2009

DSM Venturing team



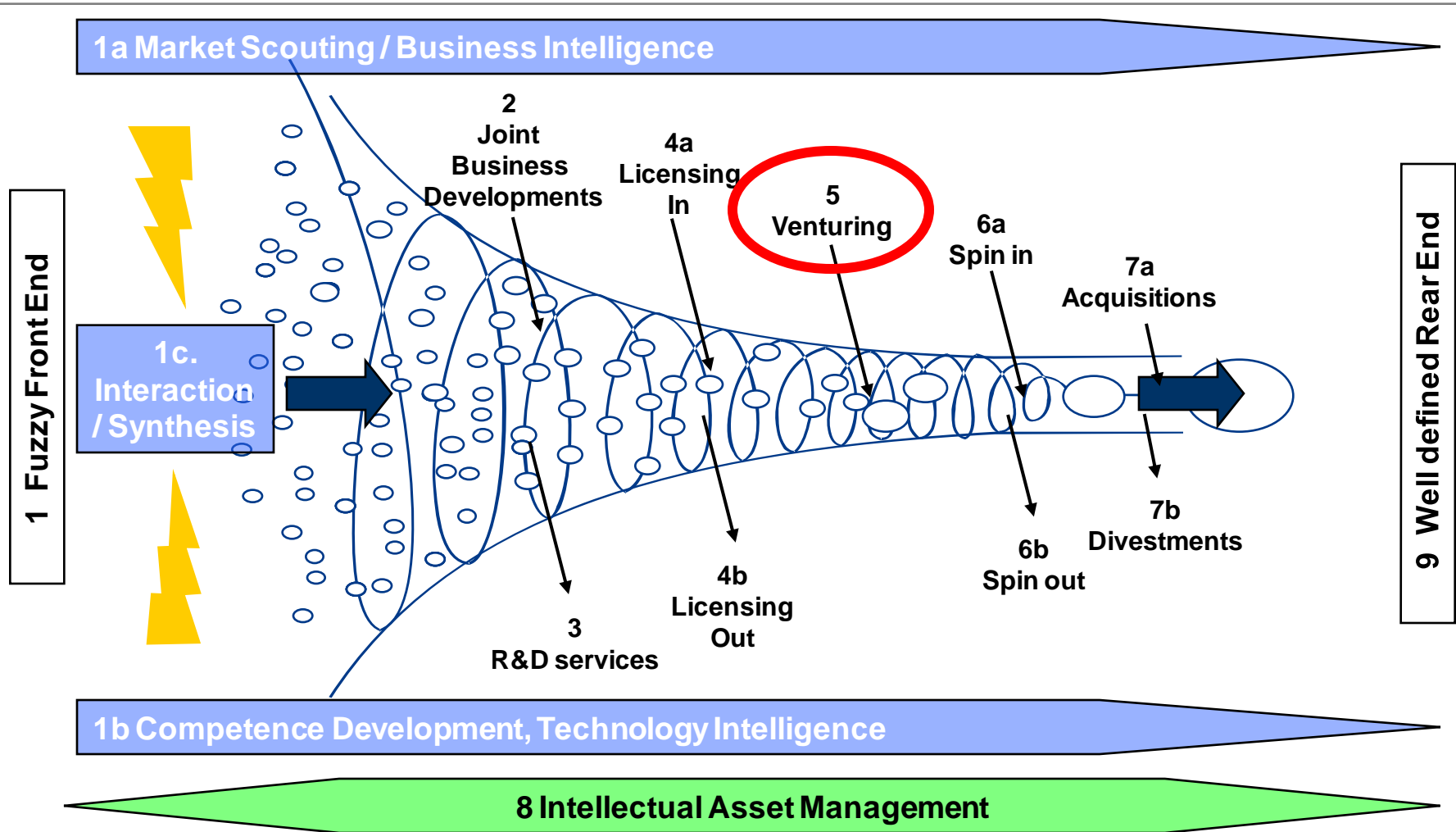
Marc Schüler, General Manager Venturing
Yvonne Engelen, Senior Investment Manager
Casper Bruens, Investment Manager/Manager LV
Jinyue Wang, Venturing Manager China
Kurt Du-Mong, Investment Manager
Ian Freelance, Investment Manager
Marcel Kloosterman, Senior Associate

DSM Venturing

Erik Rutten
Sr Investment Manager
24 years at DSM.
R&D and Bus. Dev.
University Twente (NL)
Chemical Technology

Unlimited. **DSM**

Venturing is part of the Open Innovation Process



Objectives : 1. Strategic, 2. Financial



1st filter: Strategic fit

1a: Does it fall within DSM's knowledge base?

1b: Are there (potential) strategic benefits for business (who will 'host'/support and why)?

yes

no

REJECT

2nd filter: VC criteria

2a: Is it a viable business proposition?

2b: Is there an attractive return potential?

2c: Are there exit opportunities other than spinning-in?

yes

no

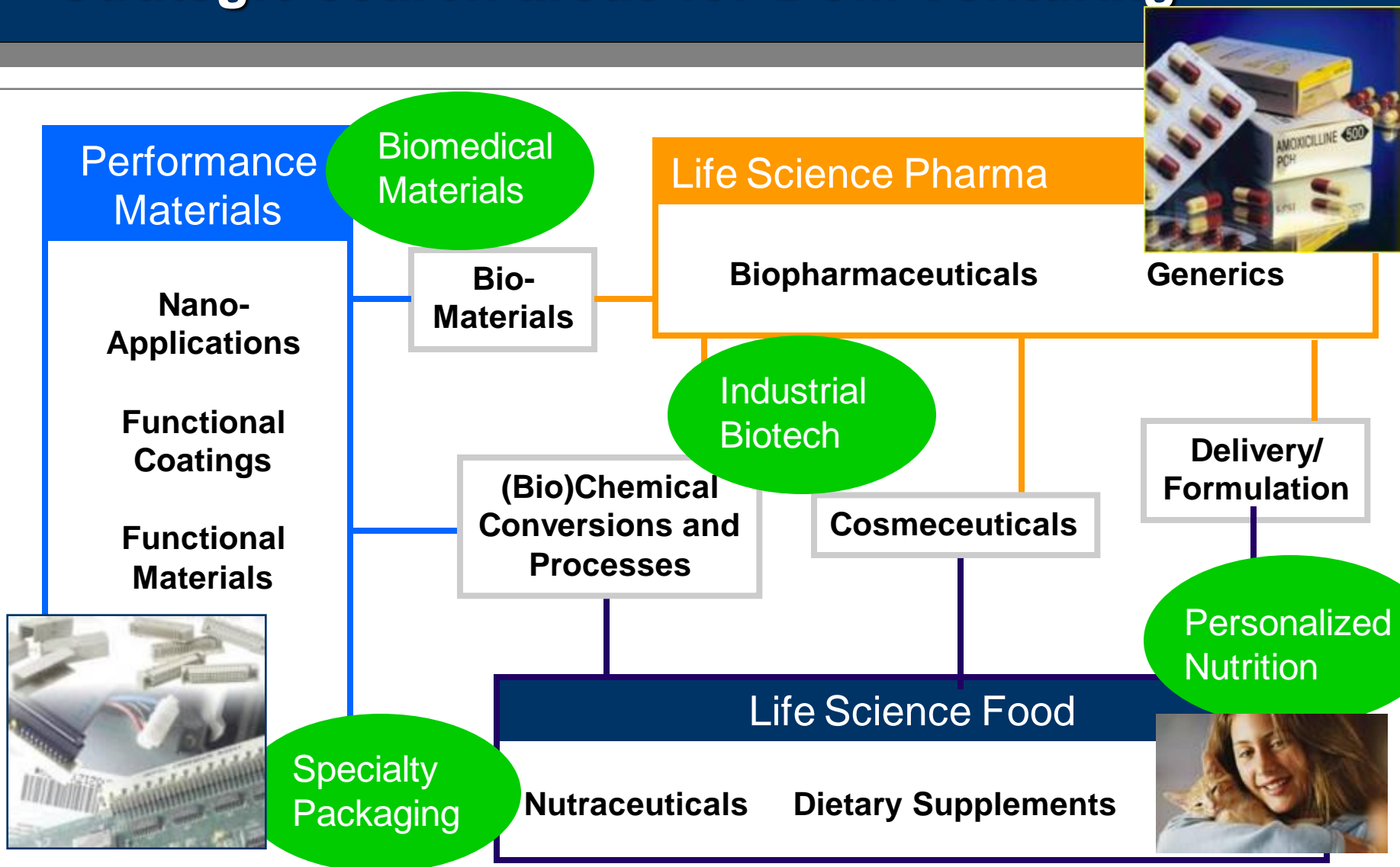
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INVEST

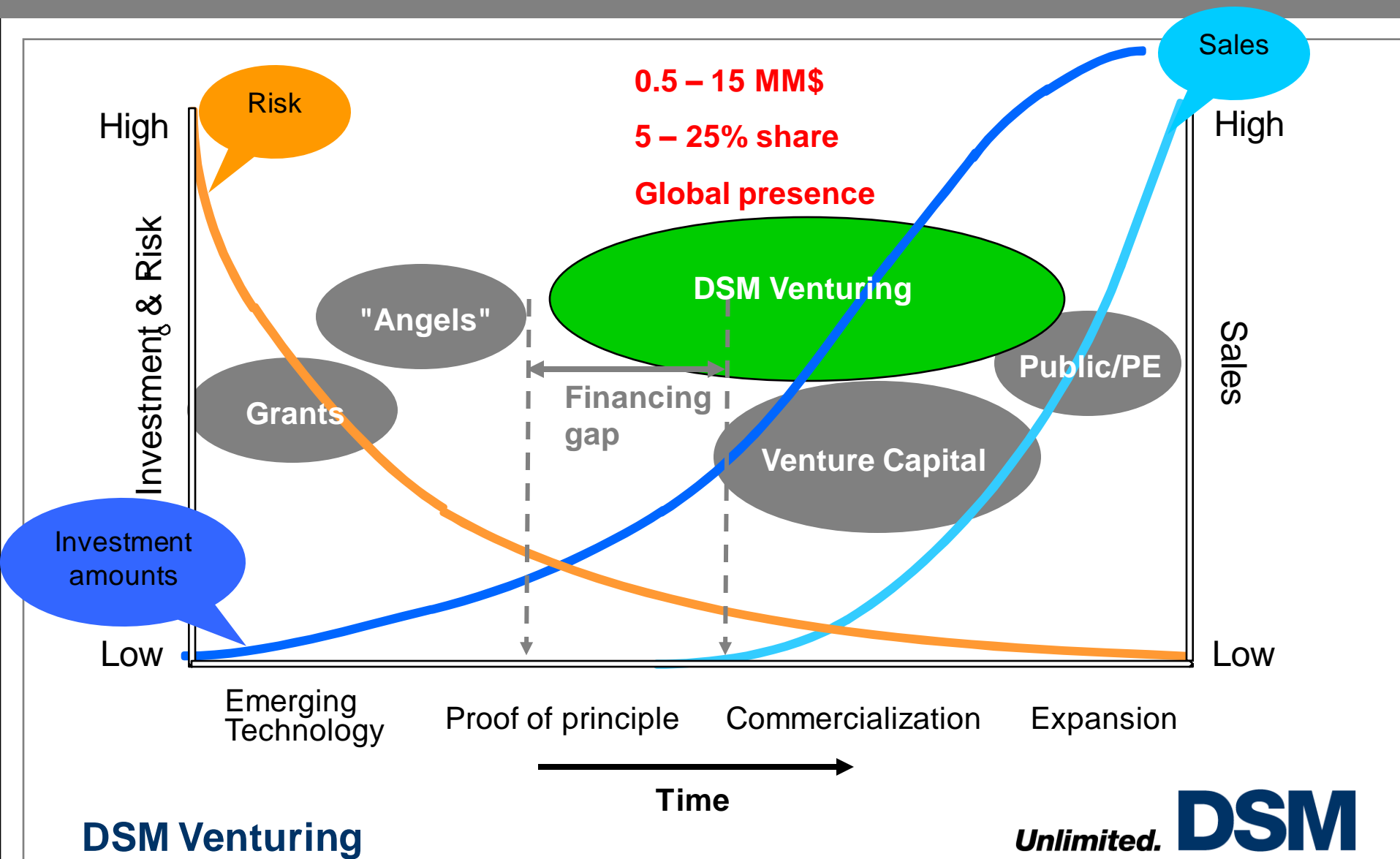
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Strategic search areas for DSM Venturing



Current company stage scope



The Life Sciences and Materials Sciences Company



Thank you.

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