



University Partnerships at Dow

Building a Better Future Together

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Sustainable Technologies and Innovation Sourcing

The Dow Chemical Company



Dow Research & Development

Dow in Numbers



- Founded in 1897 by Herbert H. Dow in Midland, Michigan
- Customers in approximately 160 countries
- 188 manufacturing sites in 36 countries
- More than 5000 products
- Employs 54,000 employees worldwide
- \$57B revenue in 2012
- R&D \$1.7B
- \$250 million committed in R&D partnership with strategic Universities for 10 years



Dow's Operating Segments*



Market-Facing, \$9.8B

Electronic Materials

- Semiconductor Tech
- Interconnect Tech
- Display Technologies

Functional Materials

- Home & Personal Care
- Microbial Control
- Water & Process Solutions

Coatings & Construction

- Building & Construction
 - Building Solutions
 - Construction Chemicals
- Coating Materials
 - Architectural Coatings
 - Industrial Coatings



Agricultural Sciences, \$6.4B

Dow AgroSciences

- Agricultural Chemicals
- Seeds, Traits & Oils



Performance Materials & MRI, \$18.1B

Monomers, Resins, Intermediates

- Epoxy & Performance Monomers

Chemicals

- Chlor-Alkali/Chlor-Vinyl
- EO/EG
- Chlor. Organics
- PO/PG

EO Derivatives

- Amines
- Oxy Solvents
- PS&F

Energy Solutions

- Oil & Gas
- Energy Business
- Dow Solar
- Dow Kokam

PU, Sys, Auto Solns

- Polyurethanes
- Formulated Systems
- Automotive Solutions



Plastics, \$14.5B

EE&T

- Elastomers
- Electrical & Telecom

PE, H&M, Packaging

- Diversified
- Hygiene & Medical
- Performance Packaging



Feedstocks, \$7.8B

Olefins, Aromatics & Alternative Feedstocks

Feedstocks



Dow Research & Development

*Not all businesses are displayed here nor are Joint Ventures.

Talent Development



- What should we do to ensure we are positioned for future success?





Strategic University Partnership

Know Our Partners

Identified by their excellence in science and engineering education, research and willingness to collaborate with industry, the following 11 universities will benefit from Dow's investment.

- California Institute of Technology
- University of California at Santa Barbara
- University of Minnesota
- University of Illinois at Urbana-Champaign
- Georgia Institute of Technology
- Pennsylvania State University
- University of Wisconsin
- Northwestern University
- University of California at Berkeley
- Carnegie Mellon University
- University of Michigan

Related Links

- Investor Day 2011
- Dow's Advanced Manufacturing Plans
- Leadership Insights
- Future We Create
- Dow & Education

In The News:

- Dow Chemical donates \$17 million to University of Minnesota
- Dow Chemical Company Donates \$17 Million to UI of M
- University to receive nearly \$17 million over the next five years from Dow Chemical Company





University Partnership Strategy

- Dow partners with a limited number of global universities sponsoring research and supporting the strategic goals of our partners as appropriate.

.....but our relationship is deeper than sponsored research!



Expectations for University Projects



Characteristics:

- Intimate collaborations
- Combined resources
- New opportunities
- Teaching & training
- Publications & IP
- Develop talent in disciplines critical to Dow



Safety Program with Universities



- University researchers should operate just as safely as industrial researchers.
- Pilot Safety Program at three of our partners to help to seed the creation of an research community with an interdependent safety culture.
- <http://safety.dow.com>





Strategic University Partnerships

1. Why we choose.
2. Where we choose.
3. Who we choose.





Strategic University Partnerships

- Sustainability Innovation Student Challenge Award
- Sustainability Fellows Program



Sustained Industry/University Partnerships



Strategic Development

5 – 15 Year Horizon

Planting Seeds for the Future

Focus on strategic direction, discipline & curriculum development, faculty start-up support

Advocacy for mutual objectives

Create new teaming arrangements
-Institutes
-Federal partnerships

Improvement & Growth
- Safety, Sustainability, Intellectual Property



Dow Research & Development





Dow External Technology

Our Mission

- To accelerate successful implementation of Dow's innovation strategy through effective external partnerships with
 - Universities
 - National Laboratories
 - Government Agencies

