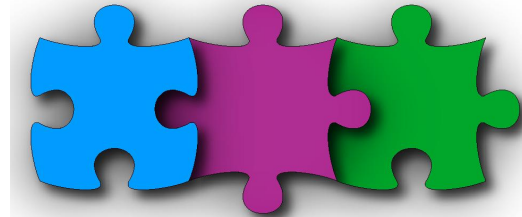


Open Source Collaboration



Mark Whiteman
Business Leader, President
Dow Global Technologies Inc.

October 15, 2009

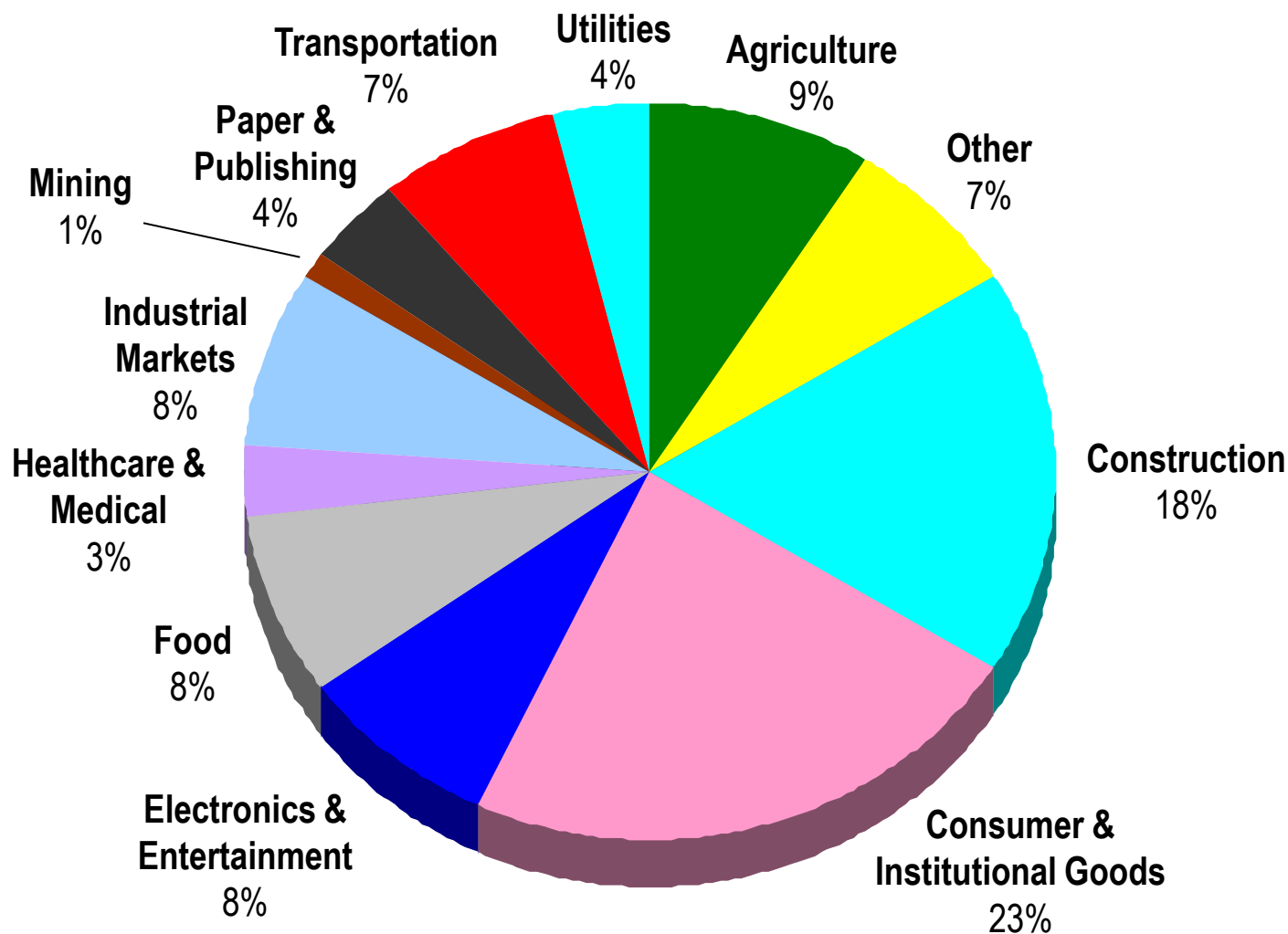
Agenda

- Quick Dow Background
- Dow's Licensing and Collaboration Approach
- Consulting methods useful in both large and small organizations.
- Understanding what you have and what you don't have.
- Examples of Collaborations.



Dow is a diversified chemical company that combines the power of science and technology with the “Human Element” to constantly improve what is essential to human progress.

End Use Markets



Percentages calculated from 2008 data; excludes Corporate and Hydrocarbons & Energy.

Accelerating Innovation

Patent Disclosures

- 2005 509
- 2006 887
- 2007 1052
- 2008 1342

(Figures do not include Rohm and Haas)

Dow Licensing

- Dow operates a separate Licensing organization to professionally manage the flow of Intellectual Property into and out of the company.
- An experienced team of experts to facilitate transactions for the benefit of Dow and its partners.
- Act as internal coaches and consultants to all Dow businesses.

Sustained profitability possible only with three advantaged positions



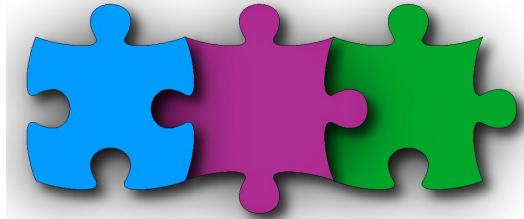
**Advantages frequently occur in different organizations.
Ability to collaborate is critical.**



**What pieces does your organization have?
Your Advantages? Who needs them?
Your Gaps? Who has the pieces?**

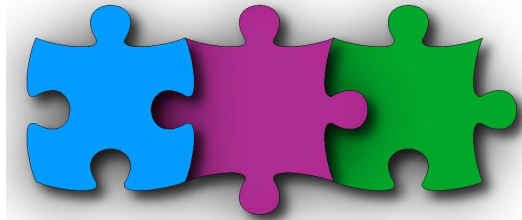


Make the Combinations



- In-License or Out-License Technology Pieces
- Joint Development Agreements to create technology pieces.
- Contract Manufacturing in or out for Operations pieces.
- Distribution Channels and Branding partners
- Joint Ventures to combine pieces.
- Acquisitions and Divestitures to trade pieces.

Examples



- We work on over 100 such collaboration transactions per year.
- A few examples to show the theory in practice.
 - Dow Solar Shingles
 - Dow Algenol CO₂ conversion to ethanol
 - Ras Tanura project in Saudi Arabia

Next Generation Solar Energy

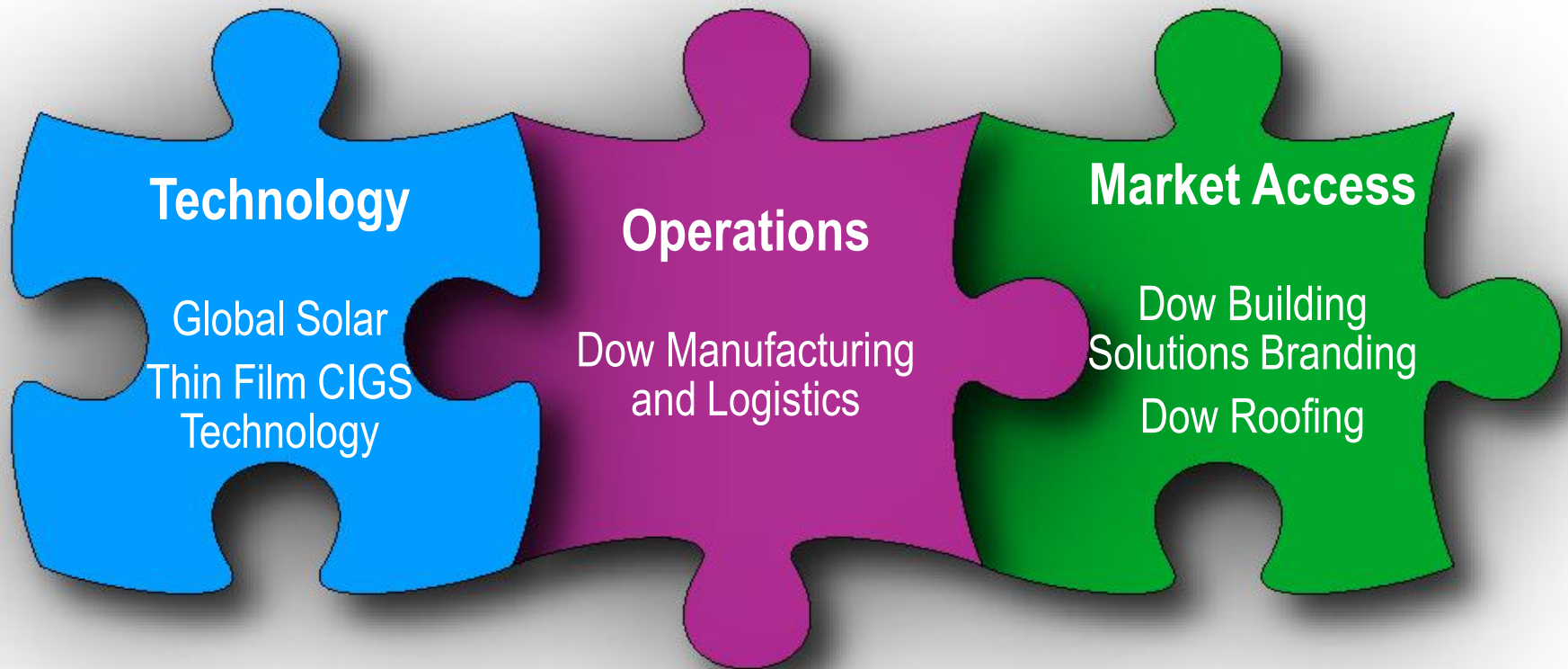
- Flexible Building Integrated
- Photovoltaics product
- Lower cost (\$/Watt)
- Improved specialty films
- Next-generation
- Semiconductor materials



Dow Solar Shingles



Dow Solar



Algenol CO₂ to Alcohol

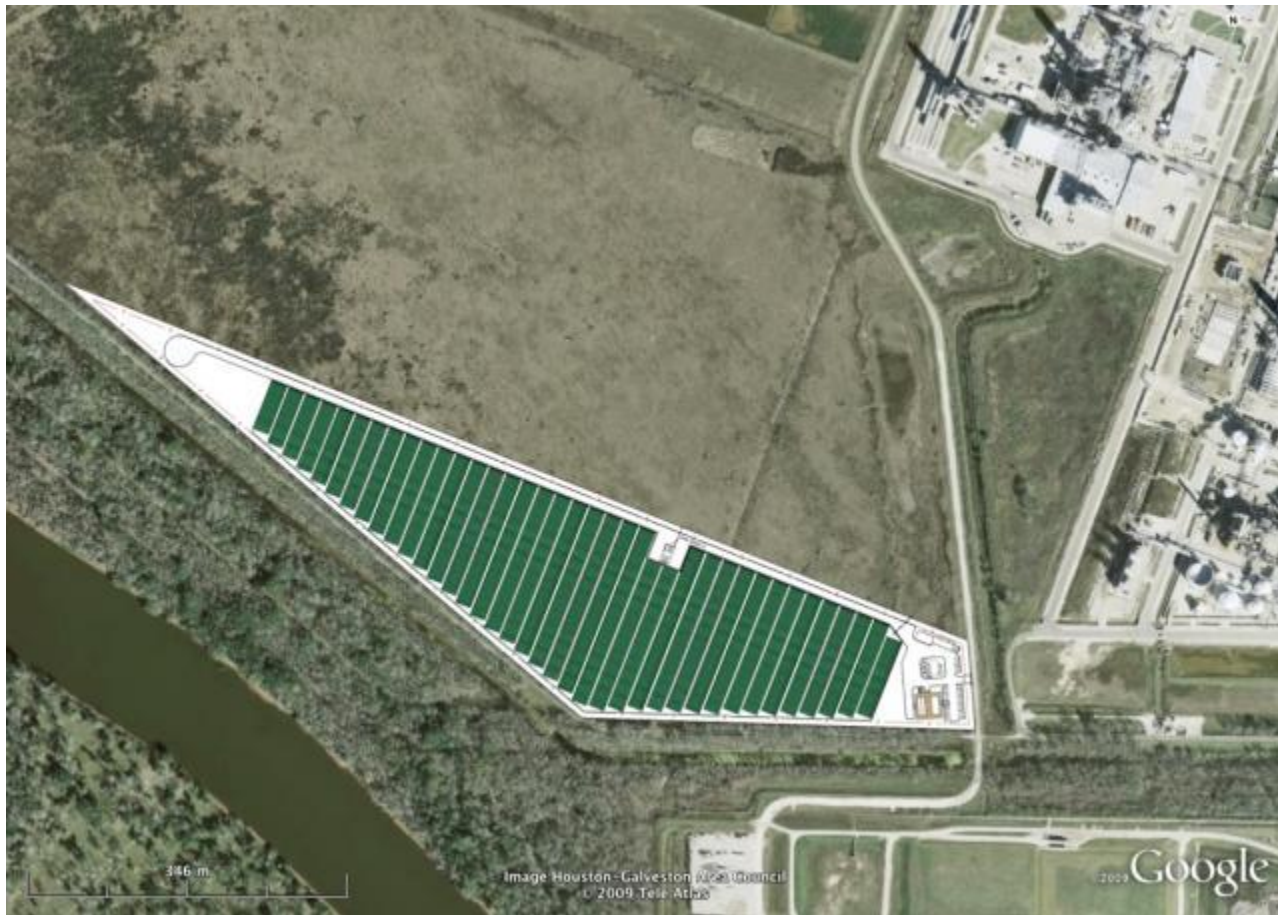
- Corn produces 400 gallons per acre per year of ethanol.
- Our Algenol technology will produce at the rate of over 6,000 gallons per acre per year of ethanol.



Dow Algenol CO2 Direct to Alcohol

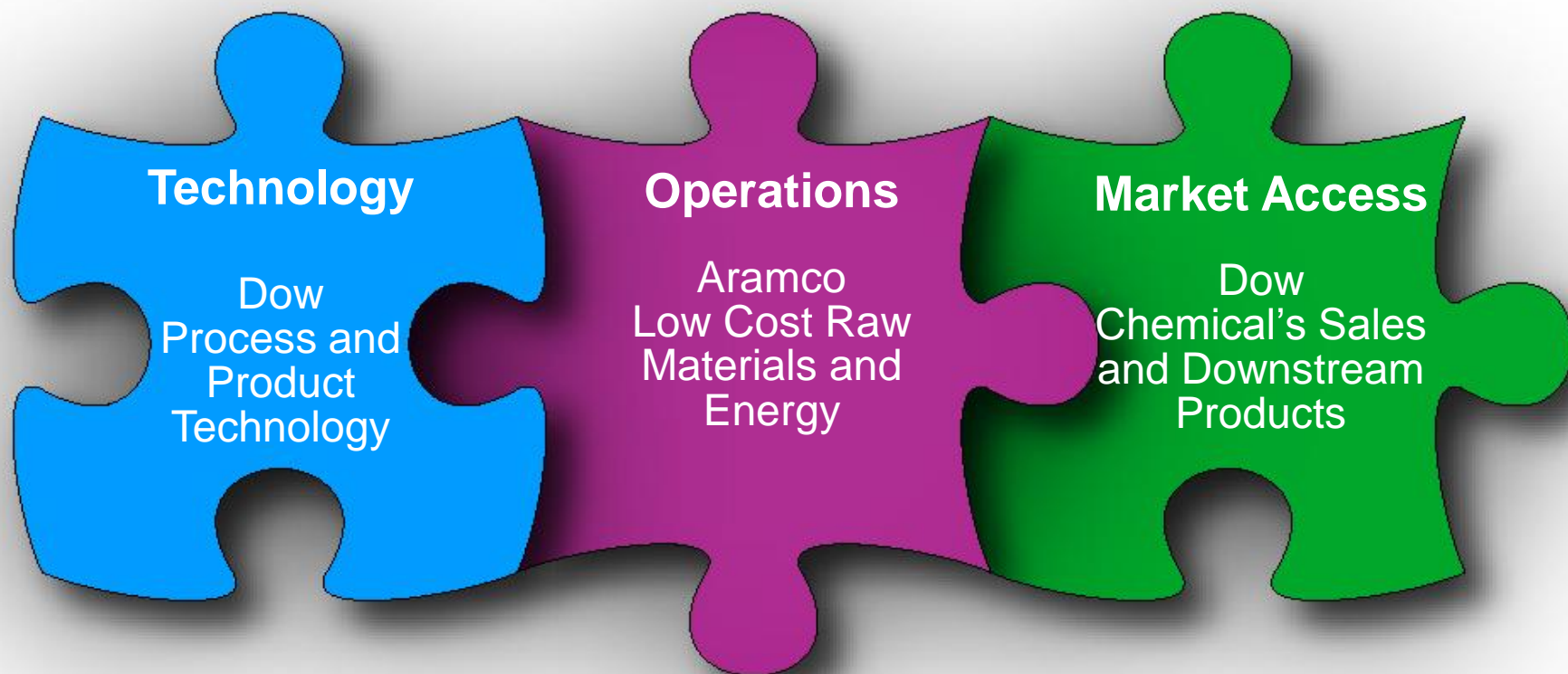


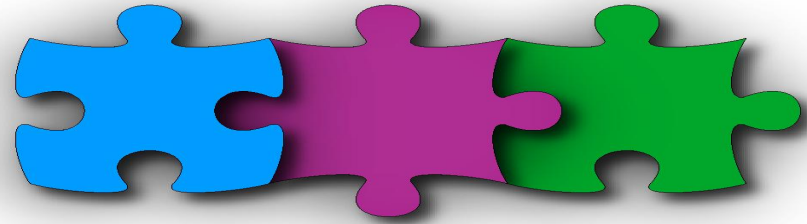
Algenol Site Plan Dow Freeport, Texas



Ras Tanura Integrated Project

\$20 Billion investment in Saudi Arabia





Conclusions

1. You must know what you have and what you are missing before you can effectively look at collaborations.
2. Find partners that can fill your missing pieces or where you can fill theirs.
3. Value creation of good combinations is higher than the sum of the individual pieces.
4. Share the Value Creation fairly.