

HEIDRICK & STRUGGLES

Company, Position & Person Profile

DSM Nutrition (DNP)

Head of Research Center China

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The Company

Royal DSM N.V. creates innovative products and services in Life Sciences and Materials Sciences that contribute to the quality of life. DSM's products and services are used globally in a wide range of markets and applications, supporting a healthier, more sustainable and more enjoyable way of life. End markets include human and animal nutrition and health, personal care, pharmaceuticals, automotive, coatings and paint, electrics and electronics, life protection and housing. DSM has annual sales of almost EUR 8.8 billion and employs some 23,000 people worldwide. The company is headquartered in the Netherlands, with locations on five continents. DSM is listed on Euronext Amsterdam.

Strategy: Vision 2010

DSM's Vision 2010 builds on the strong foundation of the former Vision 2005 program through which a successful shift of DSM's portfolio to specialty life science and performance material products and more stable and higher earnings were realized.

Based on a strategic review of Vision 2010 in September 2007 DSM has decided to accelerate the group's shift to a specialty Life Sciences and Materials Sciences company, deliver faster growth, higher margins and improved earnings quality.

The activities of DSM are grouped into five clusters: Nutrition, Pharma, Performance Materials, Polymer Intermediates and Base Chemicals and Materials:

Nutrition

The Nutrition cluster comprises DSM Nutritional Products and DSM Food Specialties. The main customers are food, beverages, feed and flavor/fragrance companies across the world. The activities in this cluster are to a large extent based on DSM's in-depth knowledge of biotechnology (including fermentation, genomics and biocatalysis), organic chemistry and formulation technologies and on the company's broad application knowledge. DSM holds leading positions in the markets for ingredients for human and animal nutrition and health and personal care. The groups in this cluster work closely together in marketing and sales, R&D and production facilities among other things.

Pharma

The Pharma cluster comprises the business groups DSM Pharmaceutical Products and DSM Anti-Infectives. DSM is one of the world's leading independent suppliers to the pharmaceutical industry, with some 40% of today's top-selling medicines in the world containing ingredients developed and produced by DSM.

Performance Materials

The Performance Materials cluster comprises the business groups DSM Engineering Plastics, DSM Dyneema and DSM Resins. All of these specialize in the manufacture of technologically sophisticated, high-quality products that are tailored to meet customers' performance criteria. The products are used in a wide variety of end-use markets: the automotive industry, the aviation industry, the electrics & electronics industry, the sports and leisure industries, the coatings industry and the construction industry.

Polymer Intermediates

The Polymer Intermediates cluster consists of DSM Fibre Intermediates. DSM is the global leader in the supply and production technology of caprolactam, the raw material for Nylon-6. We produce on three continents and supply customers all over the world. And DSM Acrylonitrile is one of the leading manufacturers of acrylonitrile.

Base Chemicals and Materials

The Base Chemicals and Materials cluster comprises the business groups DSM Agro, DSM Elastomers, DSM Melamine and DSM Energy. DSM produces basic materials for plastics and materials, high-grade construction materials for medical applications, cars and electronic appliances. And we are also among the leading producers of fertilizers and related products in Europe.

DSM Nutritional Products (DNP) operates two main divisions

- **Animal Nutrition & Health (ANH):**

DNP's products are indispensable in animal feeds adding value to the food chain by supplying naturally occurring solutions. Its vitamins, carotenoids and feed enzymes are used primarily in animal nutrition and are used for aquaculture, poultry, cattle and pigs.

- **Human Nutrition and Health (HNH):**

DNP is the leading supplier of vitamins, carotenoids and fine chemicals to the food and pharmaceutical industries with a very strong global marketing and sales base. Based on its long-standing

experience in the formulation of vitamins and carotenoids, its product forms have outstanding performance and wide acceptance.

DNP product range covers vitamins, carotenoids and nutraceuticals, micronutrient blends and other nutritional ingredients. It also commercializes ingredients to protect from UV radiation (sun filters). DNP offers customers a growing portfolio of UV filters under the exclusive PARSOL® brand.

DSM Nutritional Products find application in eye health, bone health, heart health, personal care, sun care, hair care, oral care & nutrition improvement.

Human Nutrition and Health is managed as two key business units

- oFood and Dietary Supplements
- oPersonal Care

Based in Kaiseraugst, Switzerland, DSM Nutritional Products (DNP) operates as a subsidiary of Royal DSM N.V.

DNP is now seeking to appoint a Head R&D China. For further details on DSM and DNP please visit the website:

http://www.dsm.com/en_US/html/dnp/home_dnp.htm

The Position

Organization	DSM DNP Research Center China
Title	NRD Research Center Head China
Location	Shanghai
Job Summary	<p>The position is a Research Center Head position for the R&D group of DSM Nutritional Products. The Center will be one out of seven centers worldwide. Currently the center has 12 employees. In a stepwise approach the center will be build up to 27 employees. The final size of the center will be 40 employees. In the final build up step the center will have mainly chemical process technology competencies. The position owner will be responsible for the efficient and productive set up of the center in line with the DNP requirements. In this role the owner will be the representative of in the science and governmental community in China where appropriate.</p> <p>In line with the strategies of the Business Groups (mainly DNP), this position will create and maintain the optimal conditions in the research center in China with the focus on process R&D (Chemistry and Biotechnology) and Nutrition R&D for business projects and customer services (contracted services) within the boundary conditions of the DSM SHE requirements.</p>
Reports To	Reports to Head of Research Centers R&D DNP, and functionaly report to Shared R&D unit director in China regarding the approach towards Chinese Universities and governmental functions.
Direct Reports	R&D Team

Specific Responsibilities

- Manages the Research Center (NRD/CN) in an efficient and effective way in order to achieve the project results of projects agreed with the program management and business (and corporate) within time and budget.
- Manage the Research Center (NRD/CN) in an efficient and effective way in order to achieve the contracted services as agreed with business (Human Nutrition and Health, Animal Health) and Production (M&T) within time and budget

- Has the final responsibility and authority to appoint professionals to projects
- Ensures the professional development of the employees in the Research Center so that they can operate successfully in the organization and increase their employability at large
- Responsible for the operation of the Research Center regarding QSHE (safety, quality, ISO 9001), P&O (resource contracting, right expertises, promotions, training, redundancies, etc), ICT, F&C (budget, realisation) to meet agreed (year) plans
- Supports effective and sustainable scientific development of the required (key) expertises
- Supports the establishment and maintains scientific network (in- and externally) to support DNP (and Life Sciences) R&D based on the knowledge of the “state of the art” expertises in the scientific world
- Facilitates communication between the Research Center, R&D Campus in Kaiseraugst Area and relevant functions (Program Manager/Project Managers and marketing/production and areas for service agreements)
- Knows the business (BSD’s) of the BG’s the RC is working for and contributes to the R&D strategy and vision
- Member of the Leadership Team of DNP R&D and the Research Center Platform

Contributing to the competitiveness of the existing products and successful growth of new products, this role will

- provide best in class Process R&D (Chemistry and Biotechnology) to improve our production processes
- provide best in class Nutrition R&D (Animal Health and Human Nutrition and Health for Formulation and Application)
- establish superior R&D for the production of new products
- establish and maintaining a high level R&D network in China
- stimulate break through thinking / innovation / motivation
- ensure the link and connection of all expertises esp. bridgehead functions in China to the Campus in Kaiseraugst area
- coach and safeguarding (professional and behavioral) development of employees in the Research center
- stimulate input to the Corporate R&D program
- discover opportunities for external research in co-operation with Chinese universities and institutes

The Person

Qualifications & Experience

- MSc or PhD in process technology preferably chemistry, chemical/food/process engineering, less preferably in nutritional science with experience in process technology
- Prestigious reputation and academic achievements in chemistry, biochemistry, chemical engineering and / or nutrition in the field of Life Sciences,
- Languages fluent in English and Mandarin
- 10+ years of working experience preferably in a nutritional / pharmaceutical / fine chemical company,
- Excellent managerial expertise in R&D center management, leading and growing local young scientists, and networking with Chinese Academy and leading Universities in Process Technology and Life Sciences
- Experienced in building up and maintaining competences and expertise and implementing an innovation mind set
- Excellent networking skills and experience to work in matrix organizations to liaison among centers and functions in HQ and other regions
- Experienced and able to bridge and work in eastern and western cultures

Leadership & Management Behavioural Competencies

- Shows a strong understanding of the R&D environment, and understands factors, trends and issues which influence the company's business performance
- Well-versed in current best practice information and trends in the external market place. Understands the impact and benefits that new practices could bring to the organisation and is willing to implement changes when beneficial
- Strong forensic and analytical skills enabling complex issues to be rapidly understood and explained in simple terms to others, and a range of potential solutions to be developed
- A strong communicator with a clear and concise presentation style, who can convey, with consistency, a vision for the business in a manner that is readily accessible and understandable to all
- Highly developed leadership and influencing skills; must demonstrate the ability to secure buy-in at all levels within the organisation. Will be a charismatic leader, with a down to earth approach that empowers people while also supporting their development needs
- Willing and able to establish, build, sustain and share strong, professional relationships with relevant groups both inside and outside (Academia) his/her business
- Able to drive results through effective team and individual performance, setting clear goals and managing accountability
- An individual who will thrive in a complex organization, yet who will be comfortable in an environment undergoing change and growth
- A person who is culturally sensitive, and will be able to work and communicate with a diverse team across various cultures
- An individual with great energy, drive, enthusiasm and commitment
- An individual with unbending uncompromising ethics
- An individual whose self-confidence and decisiveness is sharply distinguished from arrogance or egotism

Personal Characteristics

Heidrick & Struggles Contacts

Jerome Bucher

Principal

direct line +86 (10) 6598 8218

mobile +86 (0) 1350 117 1822

e-mail jbucher@heidrick.com

Laura Bai

Associate

direct line +86 (10) 6598 8211

e-mail lbai@heidrick.com

Jennifer Lei

Executive Assistant

direct line +86 (10) 6598 8288

e-mail jlei@heidrick.com

Heidrick & Struggles

Suite 718, South Tower, Kerry Center

1 Guanghua Road, Chaoyang District

Beijing 100020

P.R. China

telephone +86 (10) 6598 8288

facsimile +86 (10) 6598 8200

www.heidrick.com