

Chemelot Campus Consortium Business Plan

As of 1 January 2012, the Chemelot Campus in Sittard-Geleen will be managed by a consortium. The shareholders in the consortium are the Province of Limburg, Maastricht University and DSM, each holding a total of 33.3 percent. The Chemelot Campus Consortium (CCC) has two main tasks:

- a. valorization (turning innovations into business), marketing and business development.
- b. managing and operating the buildings at Chemelot.

From 2012 to 2020, the number of knowledge workers on the Chemelot Campus will grow from a total of 1140 (FTE) to about 2460 (FTE), an increase of over 1300 FTE workers. The five primary campus sectors will grow by approximately 945 FTE workers. This assumes autonomous growth of over 200 FTE workers among existing occupants (such as Avantium, TiGenix, Sabic, Lanxess and DSM), growth of approximately 500 FTE workers through the acquisition of new companies and spin-offs, and growth of over 200 FTE workers from the relocation of existing businesses to the campus.

The Chemelot Campus will focus on five primary sectors: performance materials, biomedical materials, biotechnology/biosynthesis, biobased chemicals and materials, and R&D enabling technologies. Particularly important to the valorization of knowledge is the establishment of academic teaching and research at Maastricht University on the Chemelot Campus and the involvement of other knowledge institutions such as Zuyd University of Applied Sciences in order to promote and strengthen innovation.

This will not only attract new businesses, but there is also scope to generate new business. While Chemelot will focus particularly on applied research, product development and manufacturing, the Maastricht Health Campus will by nature concentrate more on the link between fundamental and applied research.

The ultimate goal of both the Chemelot Campus and the Maastricht Health Campus is valorization. For this reason, the consortium's Valorization Director plays an essential role in forging new connections and strengthening valorization. This individual will work at both the Chemelot Campus and the Maastricht Health Campus in order to help the coordination of the activities of the two centres.

As of 1 January 2012, the consortium owns and operates a number of buildings on the site, most notably the buildings let to 'third-party' businesses by DSM, the former owners. In addition, the consortium operates the other buildings on the Chemelot Campus which remain the property of DSM. Now that all buildings are managed by one party, all the necessary investment and disinvestment decisions can be taken centrally.

In order to ensure continuity, operating rights have been granted for at least ten years with an option for a further five years. The consortium is confident of a positive operating result, partly in view of the current occupancy of the buildings and the positive results achieved over the last five years. There is also the fact that there will be longer-term contracts with new tenants lasting 10 to 15 year, providing greater certainty. A good recent example is the Lanxess premises, for which longer-term agreements have been put in place.

Over the next ten years, shareholders intend to invest a total of €72.5 million in the Chemelot Campus.

A new incubator will be created for newcomers and the existing Network Plaza will be expanded, including a restaurant and conference and meeting facilities. This plan is intended to stimulate growth. The Network Plaza is designed specifically to promote the concept of open innovation on the campus. It is a place where students from Maastricht University and other institutes can meet knowledge workers and entrepreneurs.

The Chemelot Campus will be set up and managed as a company dedicated to innovation, continuity and growth. On other campuses which have served as references for this project, such as those in Cambridge, Leuven and Eindhoven, it has been shown that establishing a campus is a long-term project. As such, long-term commitment is essential. The three shareholders have therefore committed themselves unconditionally to working together and continuing to deploy their expertise for at least the next ten years. It will only be possible to exit the project under certain conditions after ten years, provided the other (remaining) shareholders agree to this.

The Chemelot Campus and the Maastricht Health Campus are determined to exploit synergies to the fullest extent. How these synergies are developed in terms of substance and governance structures will be considered in greater detail in 2012. The actors involved are aiming for one single campus in Zuid-Limburg with two locations.