

ZEISS Ventures Day 2022

Ventures and the innovation ecosystem



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05 October 2022



Check-in and Registration

Wednesday, 5 Oct
17:00-17:30

Welcome & Introduction to ZEISS Ventures within innovation ecosystem

Wednesday, 5 Oct
17:30-17:50

Keynote: How to leverage innovation ecosystems as a corporate

Wednesday, 5 Oct
17:50-18:20

Experience sharing – How to work with early- stage companies

Wednesday, 5 Oct
18:20-19:00

Exchange on learnings and networking

Wednesday, 5 Oct
19:00-19:45

Start-up fair and Flying dinner

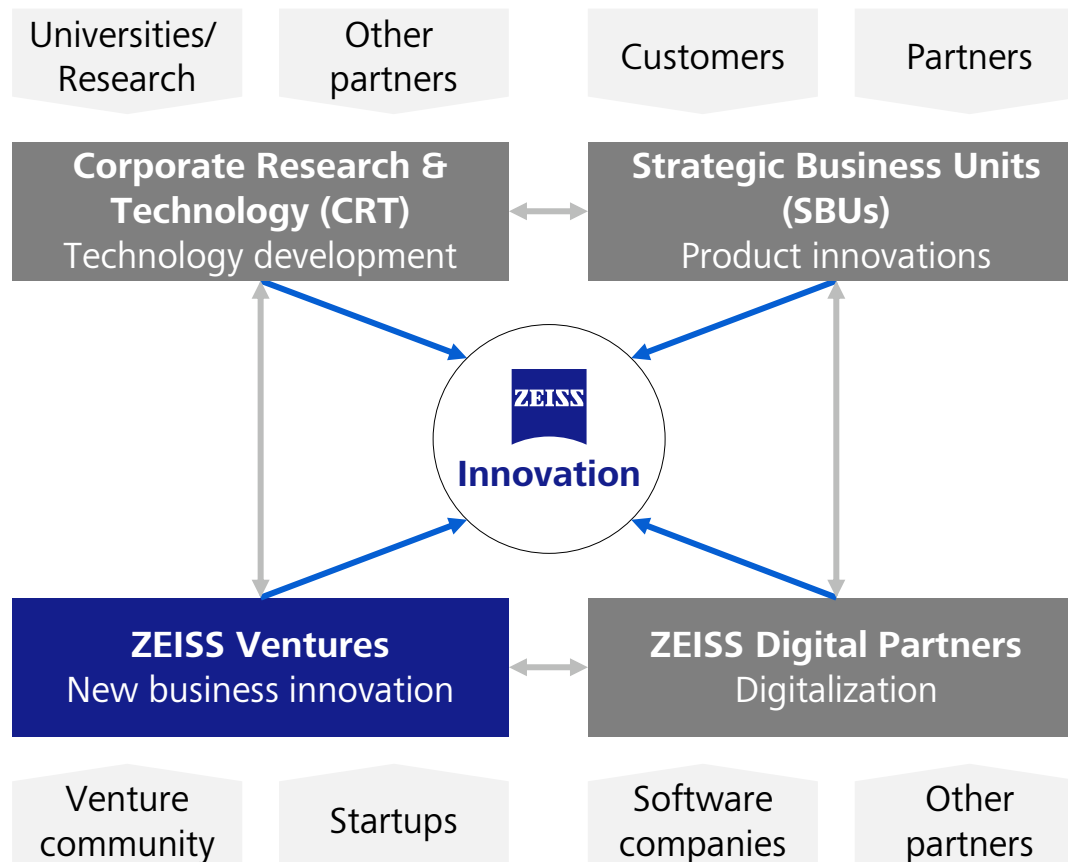
Wednesday, 5 Oct
19:45-open end

ZEISS Innovation Ecosystem

ZEISS Ventures as a door to the start-up world



ZEISS Ventures links SBUs and corporate to the start-up world



One system many parts

- **SBU** with focus on horizon 1 to 2 scope and on product-roadmap/ SBU-strategies
- **CRT** focuses on horizon 2 - 3 scope with mixed technology portfolio (exploration and exploitation)
- **ZEISS Ventures** active in horizon 2 – 3 scope with a business development lens
- **ZEISS Digital Partners** concentrate competency and partners for digitalization across SBUs

Our Mission and mandate at ZEISS Ventures

Enabling commercialization of market-shaping innovations



Our Mission

Enable and accelerate the development and commercialization of market-shaping innovations which are between, beyond, or disruptive to the current ZEISS Strategic Business Units

Our Mandate



Support business units in leveraging early-stage start-ups to implement their strategy



Create options for new business aside current ZEISS portfolio



Enable protection of core & peripheral business from disruption

What we do

Supporting ZEISS' ambition to commercialize market-shaping innovations



Investment into external start-ups

- Identification of external innovations as well as new business models for ZEISS
- Typically, minority invest in external start-ups within our search fields
- Active management of start-up investments including door-opening within ZEISS



Validation, incubation & financing of internal business projects

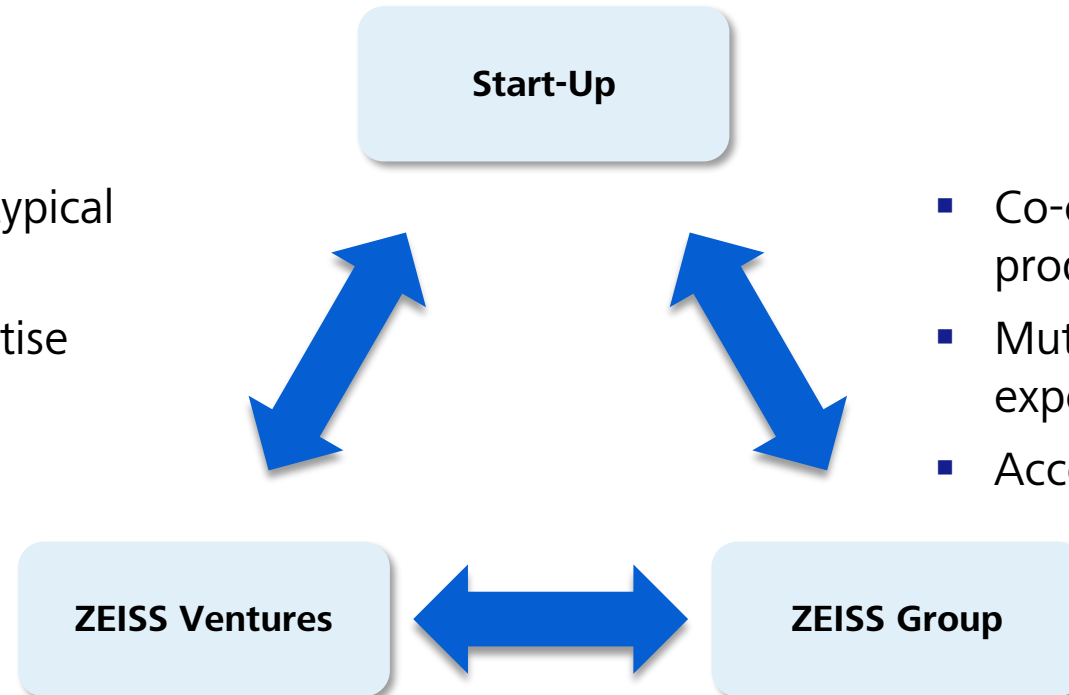
- Support early-stage business development efforts – for intrapreneurs or SBUs
- Financing of internal venture type business development projects
- As investor focus on topics beyond, between or disruptive to current business

What we offer (I / II)

Combining venture capital with strategic benefits



- Investment of capital with typical VC terms
- Leveraging corporate expertise and act as guide to ZEISS
- Advisor to the founders

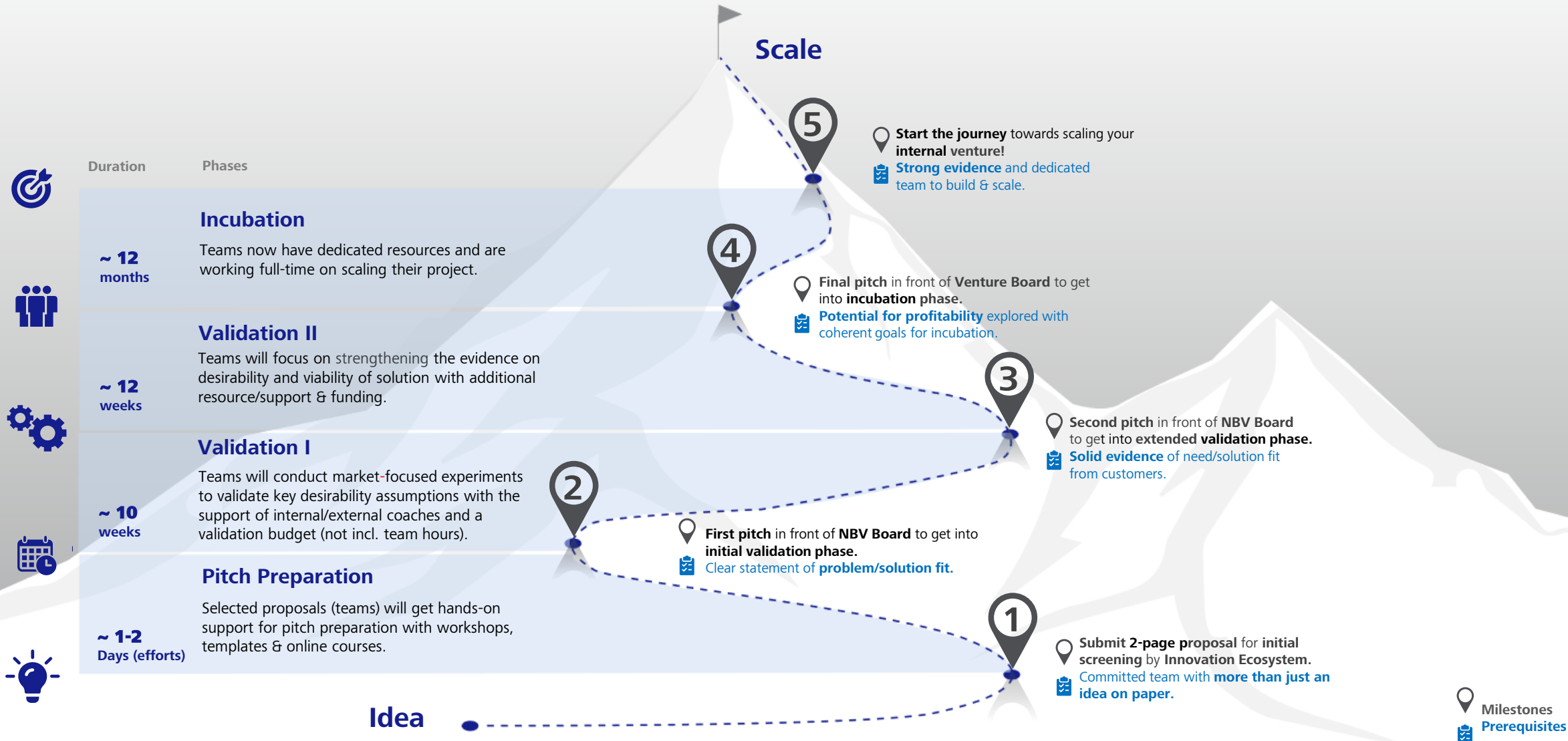


- Co-operation projects e.g., joint product development
- Mutually beneficial access to expertise, markets and technology
- Access to business opportunities

- Additional 'eye' to the innovative world for ZEISS
- Facilitation of interactions between start-ups and ZEISS
- Leveraging ZEISS' capabilities and expertise

What we offer (II / II)

Supporting intrapreneurs from an idea towards a new business for ZEISS



Recent activities

Healthy mix of new investments and exit activity in the portfolio



Exit Activity

Exit of
Bridger Photonics

- After strategic rational did not work out put on exit path
- Jointly with business unit enabled exit to new investors



New Investment

Investment in Morrow's
disruptive solution

- Minority investment together with strong consortium
- Collaborative mode with business unit established

MORROW



Incubation Projects

Pipeline for potential future
internal ventures filled

- Two teams backed after last years New Business Challenge
- Decision regarding next step withing next 3-6 months



Takeaways

How we can create impact together



Work with externals

Using an external point of view to challenge our ideas and hypothesis is powerful

Think in partnerships

We do not need to own every business or technology we do business with

Take risk to de-risk

Small stakes in several opportunities can de-risk a larger effort



Seeing beyond