



Corporates and Startups:
What are the roots of, and the
routes to, more successful
engagements?



Corporates and Startups



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ALLMENDINGER**
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Cleantech Group



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KRAGTEN**
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Enel Innovation
Hub Europe, Enel
Group



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NORMANN**
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Entrepreneurship,
EIT Climate-kic

OUR MISSION:

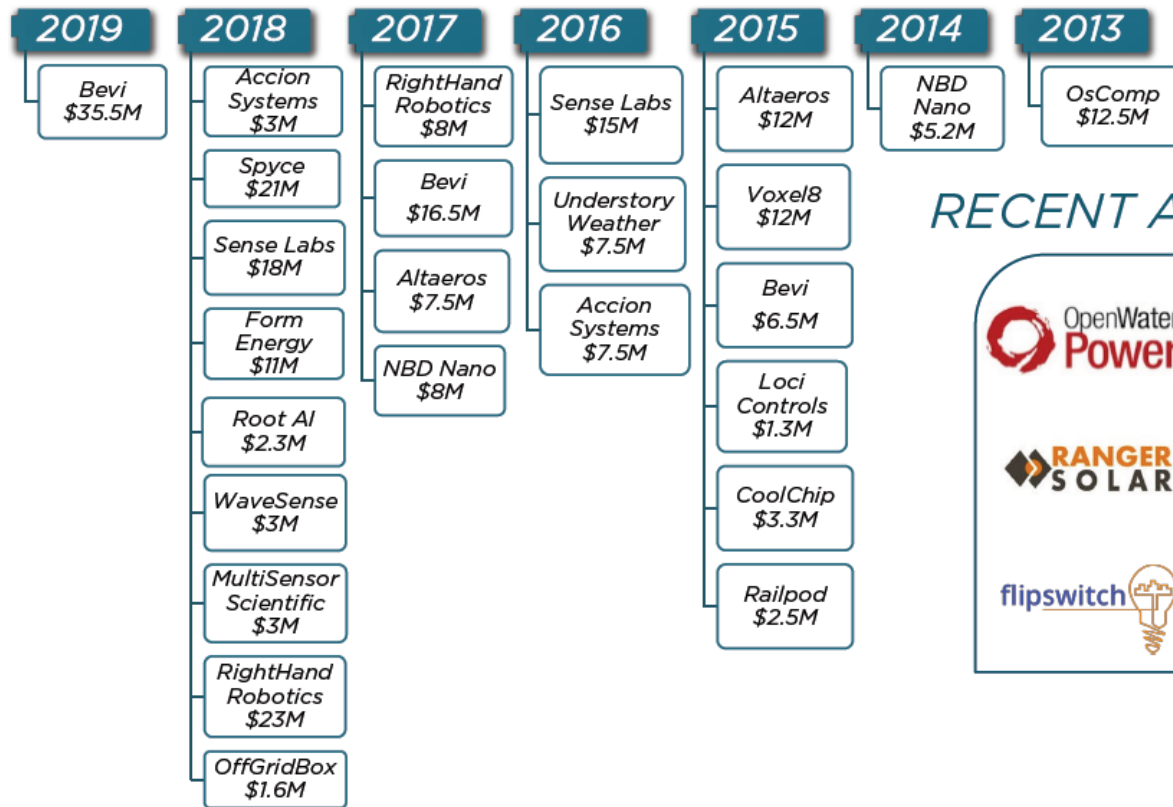
To foster a passionate community of entrepreneurs committed to solving the world's biggest efficiency, energy, and environmental challenges by providing the resources and labs they need to succeed.



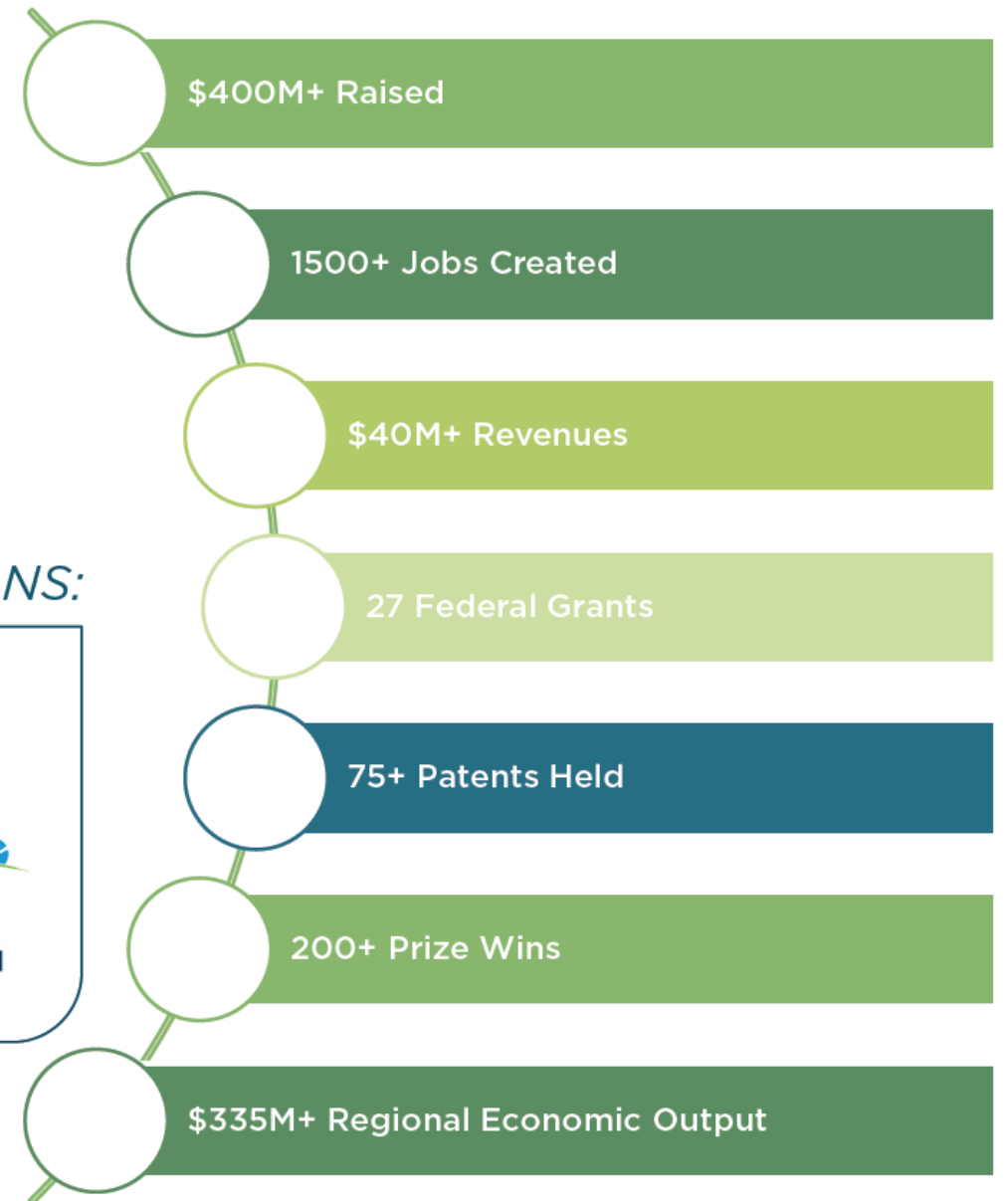
Member Impact

- ✓ 86% SUCCESS RATE
- ✓ 4 EXITS TO DATE

Fundraising Milestones



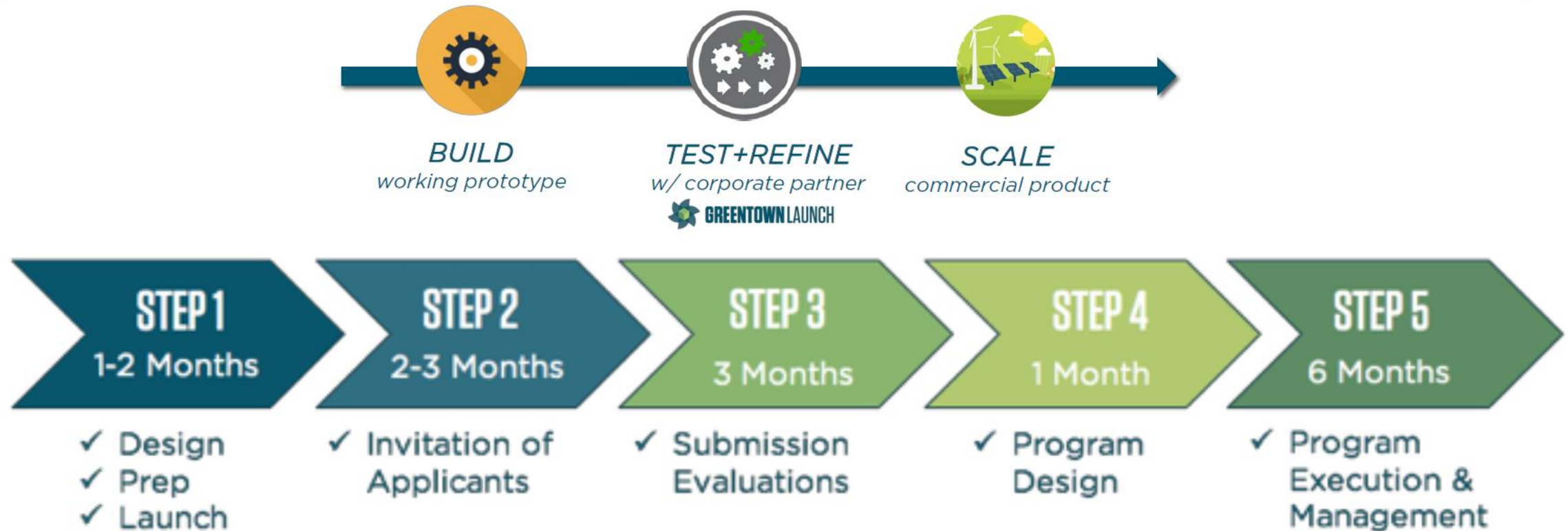
RECENT ACQUISITIONS:



Greentown Launch: Incubation + External Innovation

FUTURE TOPICS INCLUDE:
E-Mobility
Energy Storage
Building Materials

Greentown Launch is a six month accelerator program that fosters strategic partnerships between large, innovative corporates and early stage entrepreneurs.



Greentown Launch Track Record

**More than 65% of startup participants have successfully completed a Launch program with a partnership outcome!*

PROPEL *Internet of Things & Sensors*

2015 RESULTS



1 Commercial Pilot



1 Purchase Order

SPONSOR



SUPPORTING PARTNERS



SunRISE *Solar Materials 5 Startups Selected*

2016 RESULTS



1 Licensing Deal



2 Investments

SPONSOR



SUPPORTING PARTNERS



SunRISE II *Solar Materials 4 Startups Selected*

2017 RESULTS



2 Investments



1 Joint Dev. Agreement



1 Technology Validation Project

SPONSOR



SUPPORTING PARTNERS





EIT Climate-KIC is a European **knowledge and innovation community** working to accelerate the transition to a **zero-carbon** and **sustainable economy**.

EIT Climate-KIC is funded by the EIT: European Institute of Innovation and Technology. Almost 400 partners from research, education and business, **co-operating** across disciplines, sectors, cultures, societies, and borders

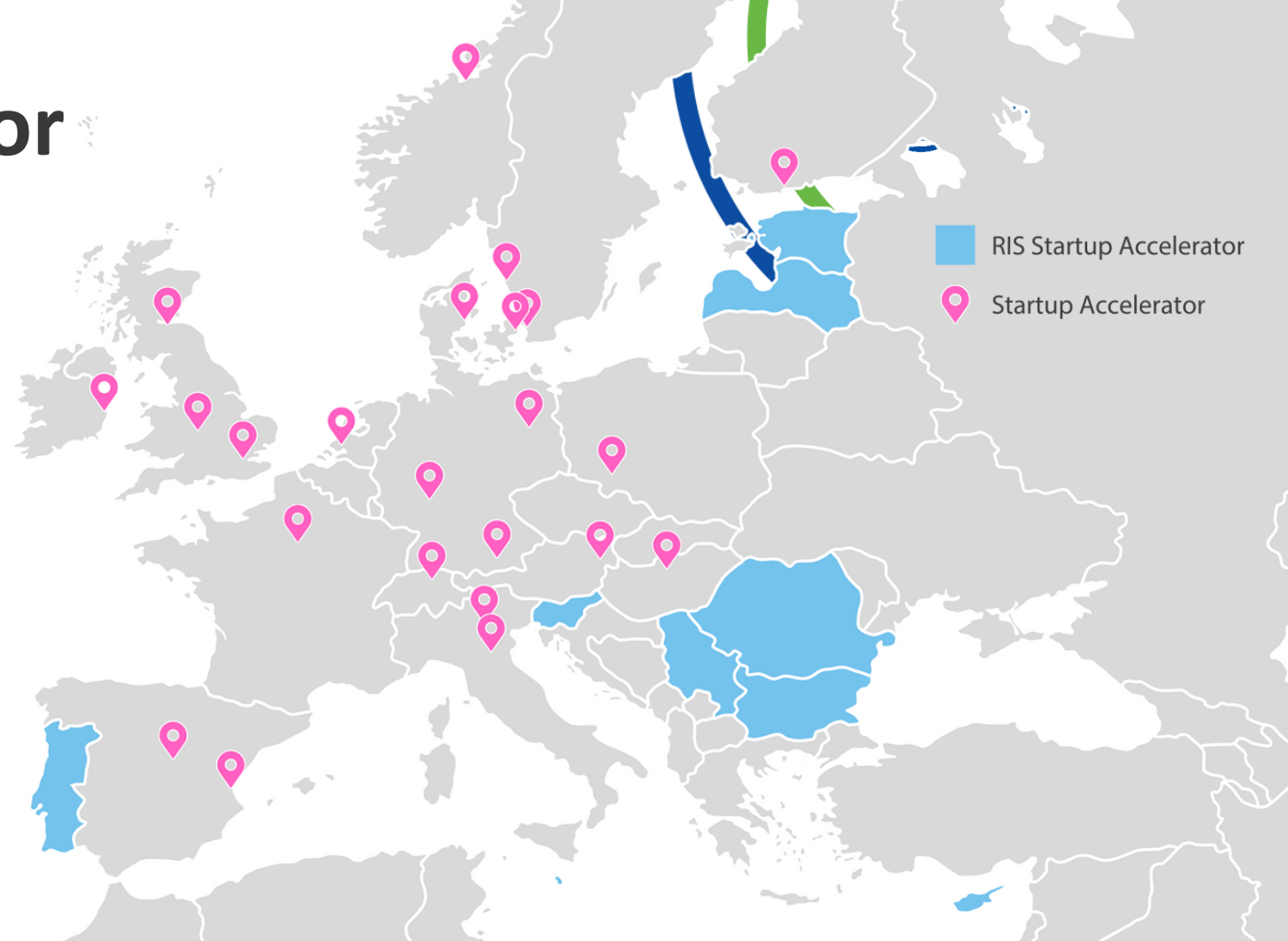
Our community and results



EIT Climate-KIC Accelerator

Europe's biggest pre-seed accelerator program for cleantech startups

- In 32 cities of 24 EU countries working together with 33 leading organisations
- Supporting over 1400 start-ups
- Up to €95k
- 18 month program of support and acceleration



Imperial College
London

unternehmertum
Center for Innovation and Business Creation at TUM

Munich RE

TU Delft
Delft University of Technology

NTNU
Norwegian University of
Science and Technology

ERGO

UNIVERSITAT
POLITÈCNICA
DE VALENCIA

eccci
EDINBURGH CENTRE
FOR CARBON INNOVATION

ferrovial

ASTER
innovazione attiva

A!
Aalto University



HIT
HUB INNOVAZIONE TRENTO

CHALMERS
UNIVERSITY OF TECHNOLOGY



Asociación valenciana
de empresas del sector
de la energía



DARR S.A.

PPIS
PANNON PRO INNOVATIONS

pro vadis
Hochschule

Sustainable
Nation Ireland
Responsible Investing. Smart Business.

ivACE
ENERGÍA

Agoranov

The climate urgency is upon us

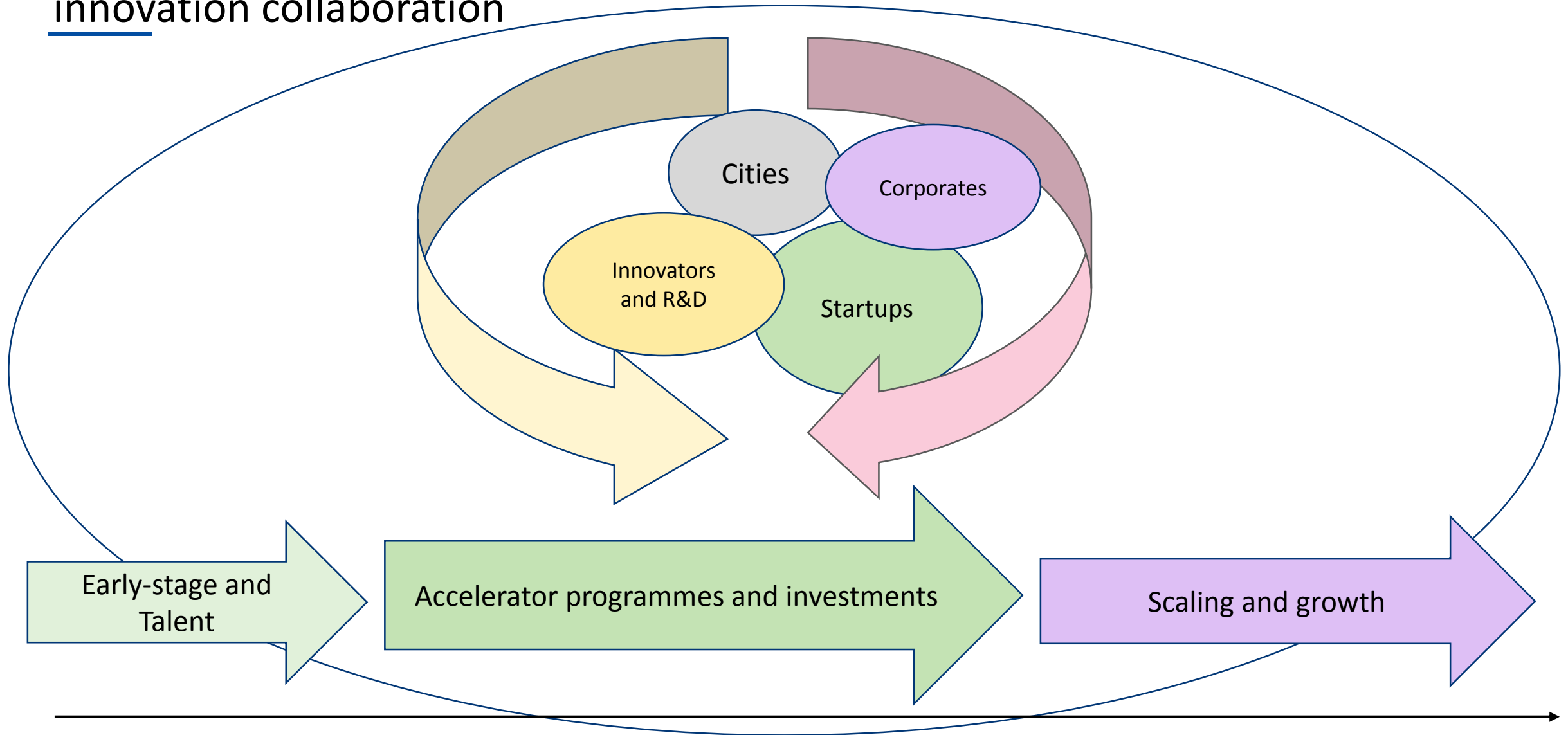
- **Limiting the risks** from global warming of 1.5°C in the context of sustainable development and poverty eradication implies **system transitions**
- What is needed is a fundamental transformation of economic, social and financial systems that will trigger exponential change in decarbonisation rates and strengthen climate resilience.
IPCC Special Report



What does this mean for entrepreneurship

- Huge appetite: opportunities, markets, new solutions and players
- Consider how: start-ups, scale-ups and entrepreneurship capabilities can be part of triggering the structural shifts needed for Europe's net-zero emission, sustainable future
- Ensure entrepreneurial capabilities, talent, learnings and the wealth of good ideas from start-ups are part of core innovation activities.
- Engage communities: the 'challenge owners', such as cities, regions, corporates, clusters, etc.
- Our leverage potential: 10 years of learning, deep support infrastructure, track record, alumni, entrepreneurial mindsets

Impact Entrepreneurship: Linear scaling integrated with systems innovation collaboration



Working with transformation: Deep Demonstrators

■ Systems innovation

- Tapping into the power of systems to change themselves by working through leverage points
- Learning by doing – experience and experimentation
- A portfolio approach – surfacing solutions through a spread of possibilities

■ Demand-driven model

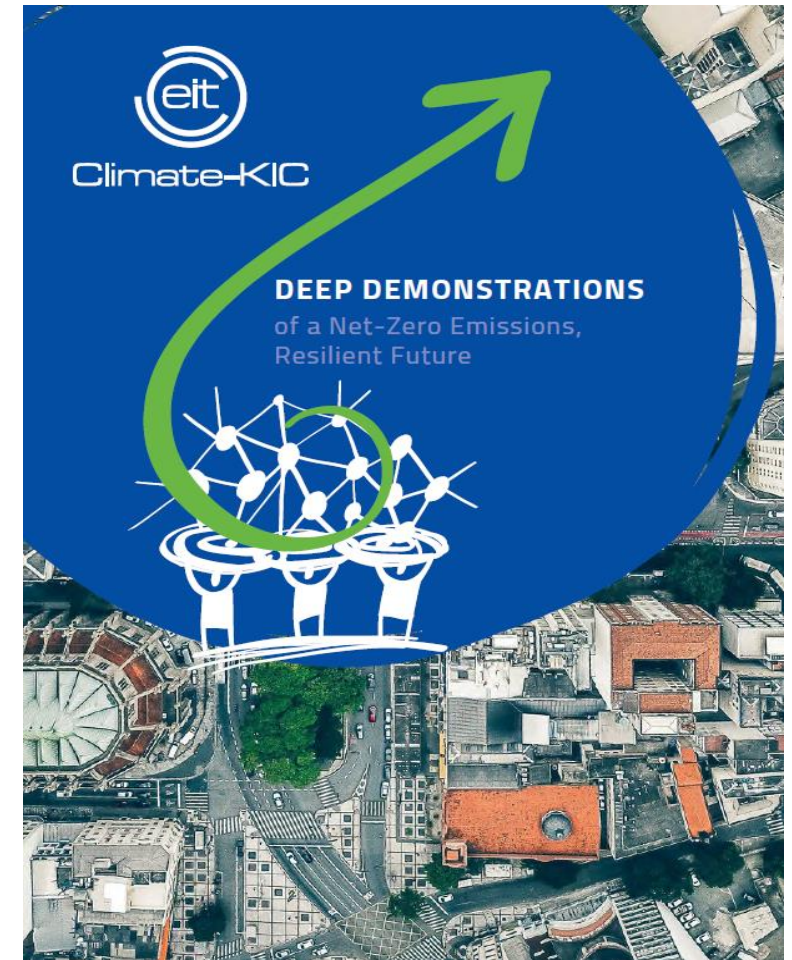
- Working with challenge owners – cities, regions, industries – to pull through a range of parallel solutions that enable learning
- Deep demonstrations, addressing underlying assumptions

■ Community engagement

- Social and behavioural tipping points for systems change
- Leveraging collective intelligence, diversity and edge communities
- Testing solutions on the ground, understanding specific contexts

■ E.g. Circular Economy Deep Demonstrator

- Helping Slovenian government transition to a circular economy
- eCircular & Plastics accelerators- as- a –service
- Levering wealth of Circular economy knowledge and partnerships
- *Mycorena AB*: a climate KIC accelerator company from Sweden, working with local business regions -like in Gothenburg and Karlstad.



DSM, CREATING BRIGHTER LIVES FOR ALL.

**CREATING VALUE FOR ALL
OUR CUSTOMERS, EMPLOYEES,
SHAREHOLDERS,
AND SOCIETY AT LARGE.**

Cleantech Forum, Stockholm, May 2019



Ubald Kragten
Manager Business & Market Insights,
DSM Innovation Center



HOW. PURPOSE LED, PERFORMANCE DRIVEN INNOVATION IN THREE DOMAINS.

**NUTRITION
& HEALTH**

**CLIMATE &
ENERGY**

**RESOURCES &
CIRCULARITY**



DSM AT A GLANCE

€ 8,852

Net sales (in millions)
up from € 8,632

€ 1,754

EBITDA (in millions)
versus € 1,348 in 2017

€ 1,079

Net profit (in millions)
down from € 1,781 in
2017

€ 646

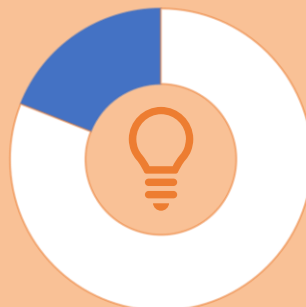
Capital expenditure
(cash based, in millions)
up from € 546 in 2017

20977

Workforce (at year-end 2018, excluding affiliates)
28/72 Female/Male ratio
19% Female executives

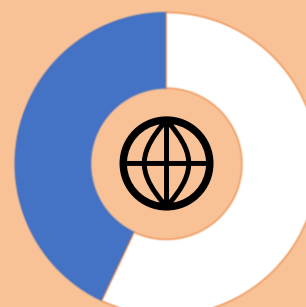
19%

Innovation sales
as % of total sales



43%

High-growth
economies sales



62%

Brighter Live
Solutions sales



110 nationalities

46 countries

More than 210 sites



As reported in DSM Annual Report, 2018— see report for exact definitions

VENTURING TO STIMULATE GROWTH.

WHAT & WHERE

Active since 2001

Over 50 investments in total

30 in portfolio end 2018

9 investments in 2018

Several divestments

Key focal areas

- **Nutrition**
- **Solar**
- **Biomedical**

HOW

Screen companies

**Support accelerator &
incubation programs**

**Participate in and organize
events**

**Investments per venture 1-20
Mln€ (life time venture)**

Minority stakes (5%-25%)

Strategic investor



- 
- The background of the slide features the Enel logo, which consists of the letters 'E', 'N', 'E', and 'L' in a stylized, bold font. Each letter is a different color: 'E' is red, 'N' is purple, 'E' is blue, and 'L' is green. The letters are set against a dark, textured background that looks like a wall with some vertical lines.
- Presented + 37 countries across 5 continents
 - With + 73 million end users around the world
 - The Enel Group is made up of nearly 69,000 people from around the world
 - **1st utility in Europe and top 5 worldwide**
by market cap:
 - 55+ B€ Market Value
 - 16.4 B€ EBITDA

Figures as of December 31st 2018

New exciting era for energy industry



From traditional services...



Thermal generation



Renewable energies

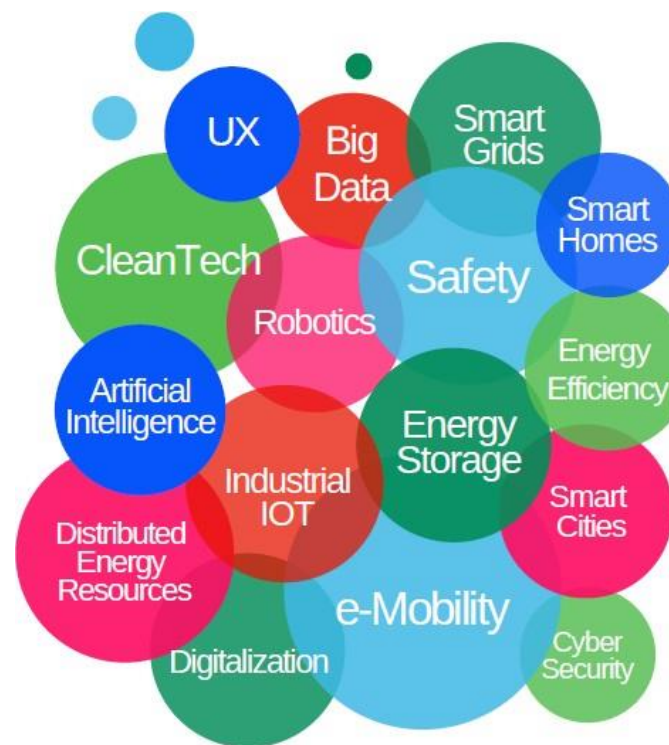


Infrastructure & Networks

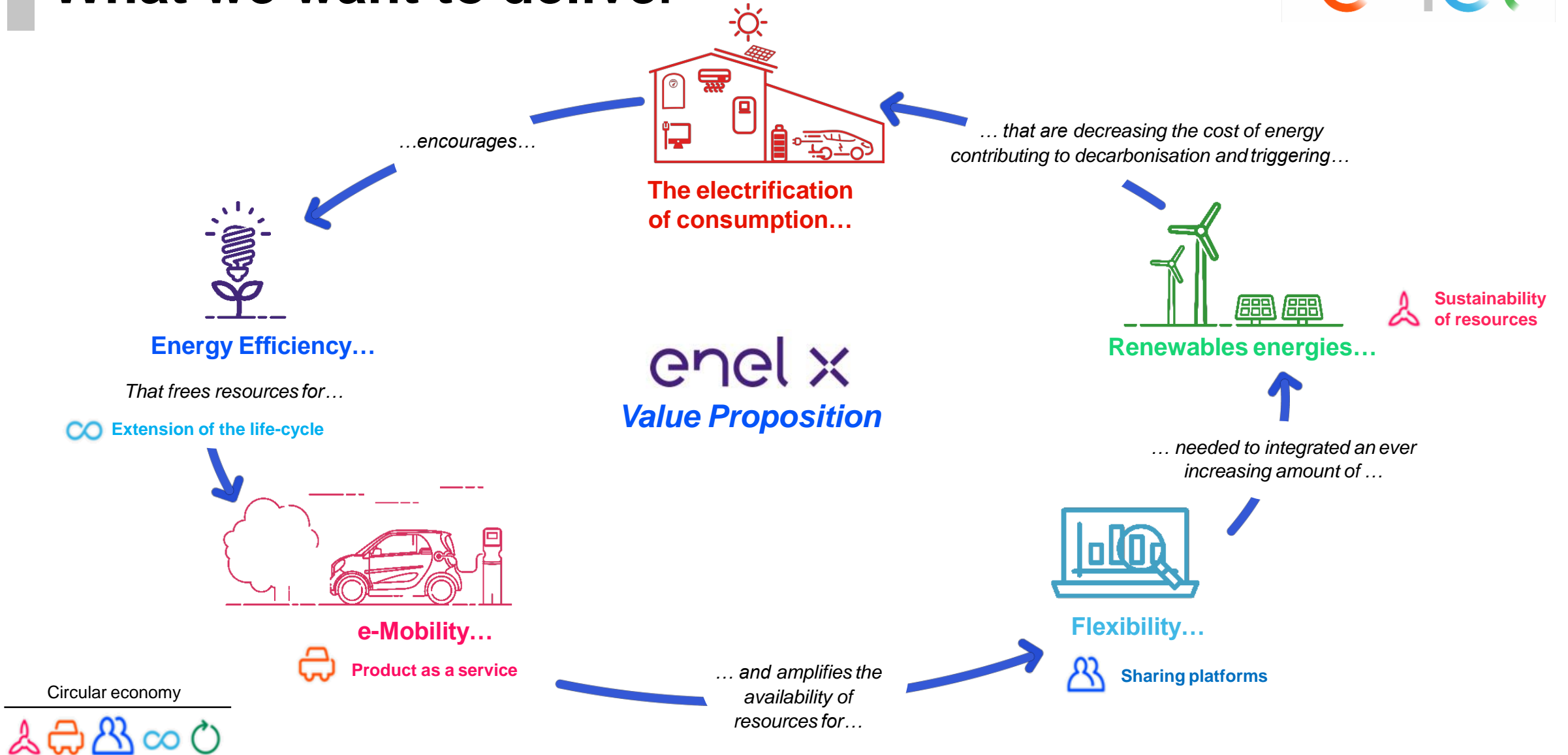
...to the future



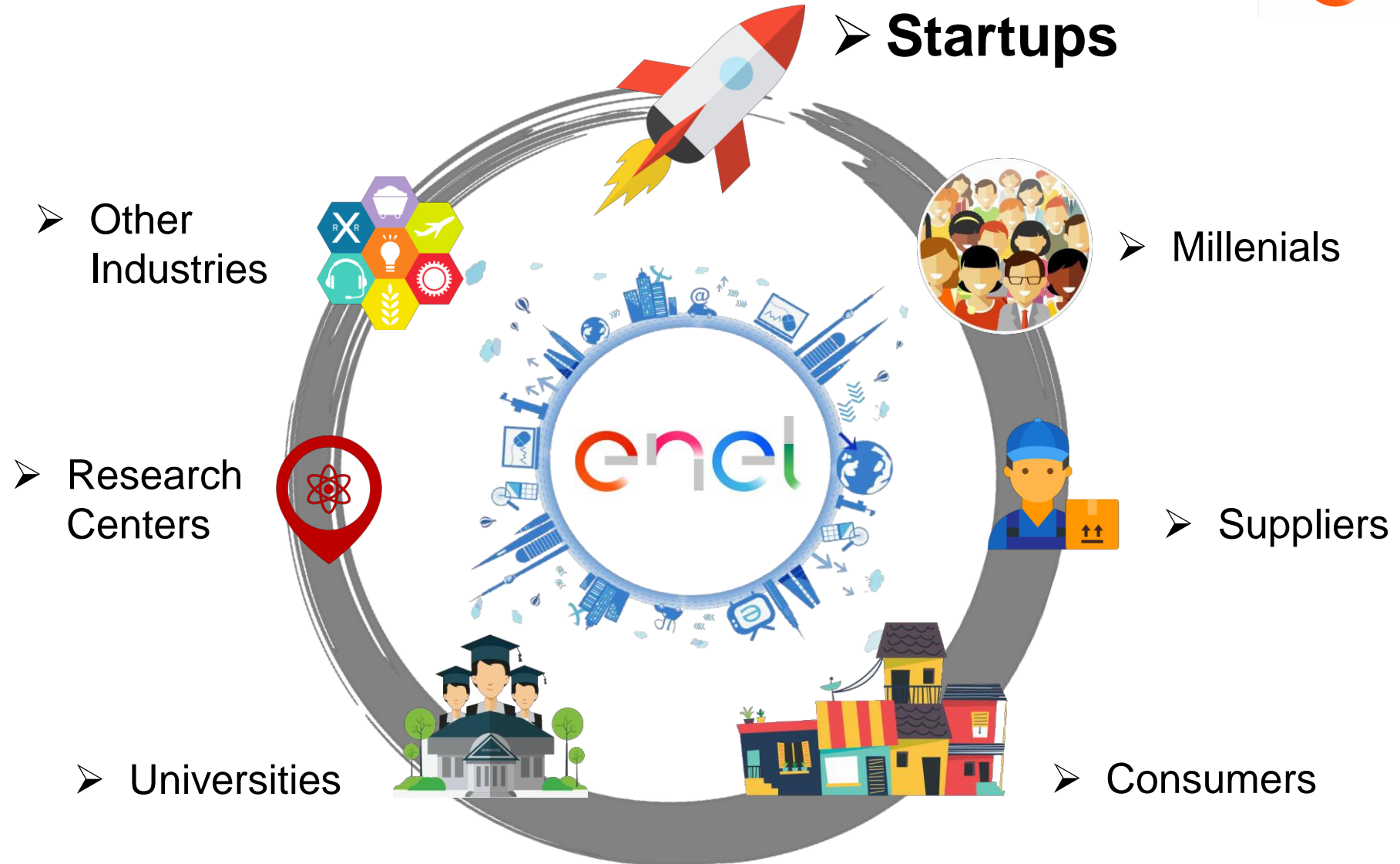
Enel X: Value – added products and services



What we want to deliver



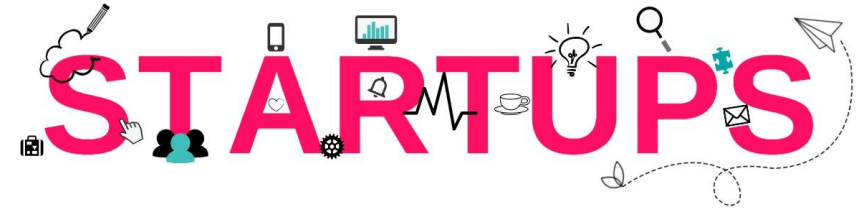
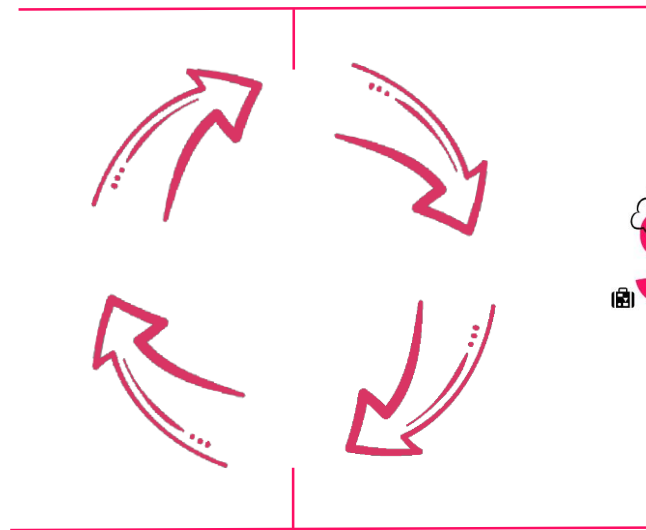
Open Innovation Model



win-win collaboration



Know-how Access to market test Visibility
Labs & facilities Customer base Scalability Growth



Disruptive technologies & solutions

Collaboration with startups



COLLABORATION



300 M\$ M&A

 **ENERNOC**
An Enel Group Company

 **DEMAND**
energy
An Enel Green Power Company

 **eMotorWerks**
An Enel Group Company

Enel Innovation Hubs



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startup.enel.com

openinnovability.com

