

THE FIRST MOSCOW CORPORATE VENTURE SUMMIT

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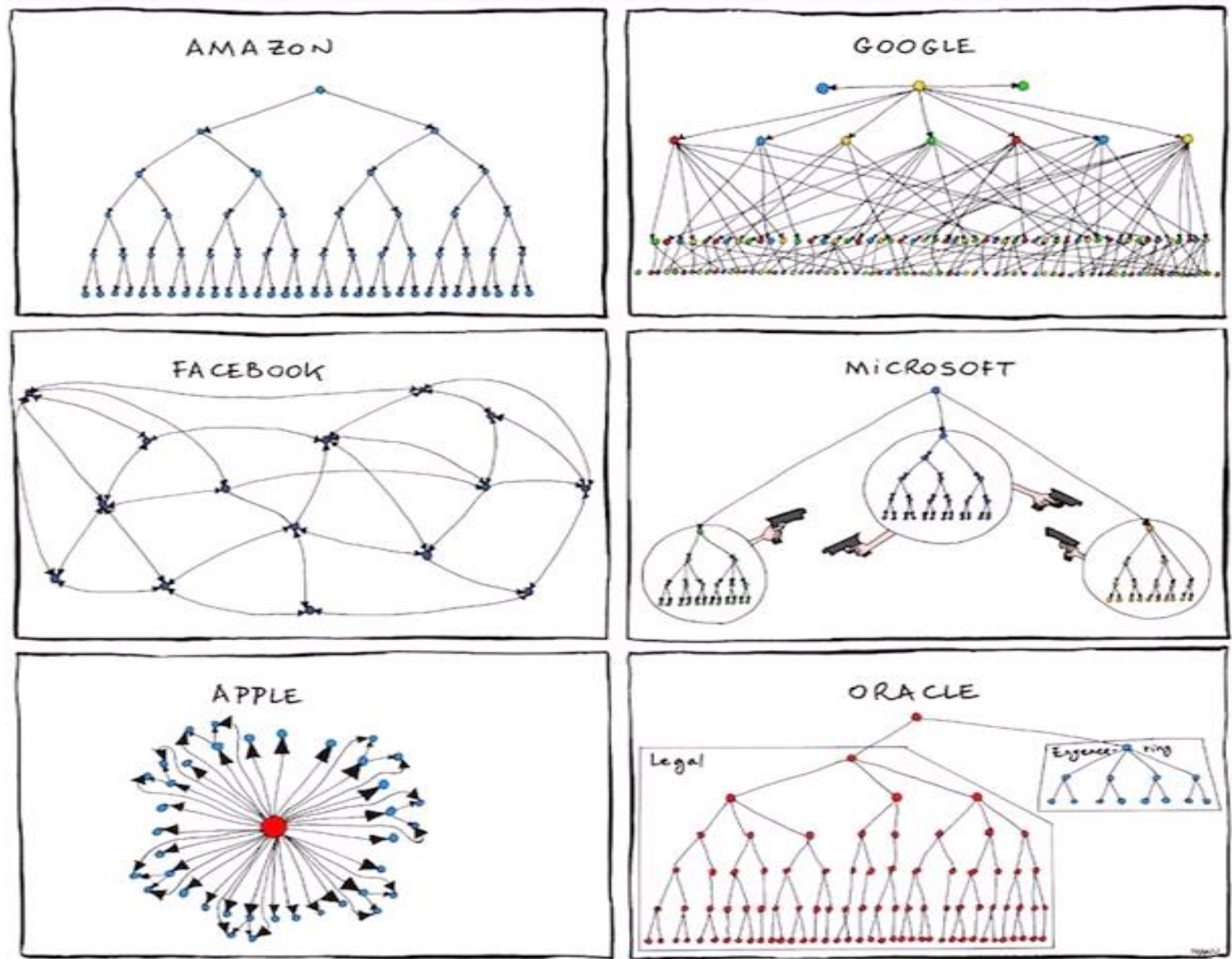
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Innovation

- Technological Innovation
- Product innovation
- Process innovation
- Management Innovation
- Business Innovation



Corporate Organization Chart and Philosophy (Per Street View)

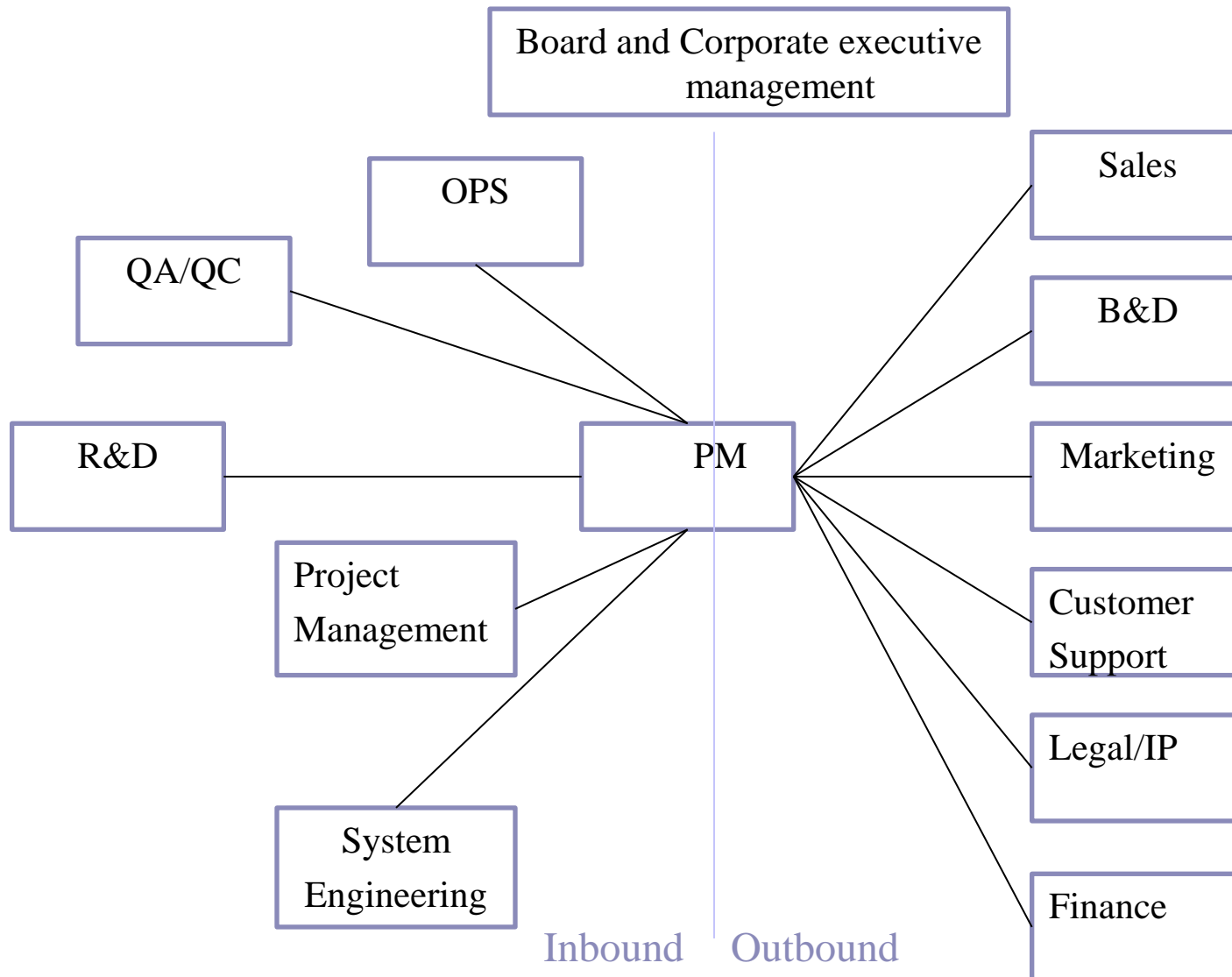


Entrepreneurial Innovation

- Google believes that the best way to stay on top of the market and remain competitive over the long term is to promote, foster, and invest in entrepreneurial innovation

- Organizing the entire company to support “unplanned” innovation and entrepreneurship through:
 - a flat, data-driven organizational structure;
 - a “20 percent time” policy;
 - open and powerful development environments;
 - services and tools to help launch, test, and get user
 - feedback as early as possible;
 - generous rewards and recognition for successful innovation.

Classical Model – Product Management and New Product Introduction (NPI) Management Process



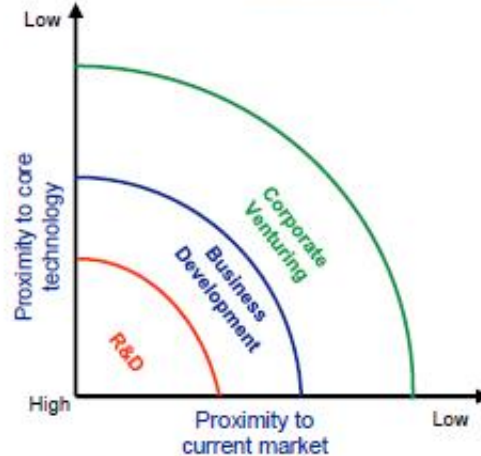
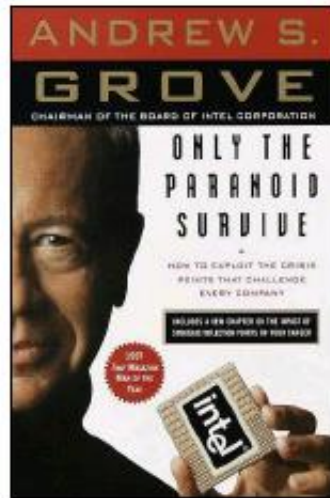
Why do we need a corporate venture capital group?

Emerging Technologies

Smart Grid Cyber Security Renewables



Emerging Competitors



Other CVC Groups



Other Sectors with Overlapping Interests



80 CVCs formed in 2011!

Teaching ABB businesses to be paranoid!!!

Internal Processes

Governance

- All invest, hold and sell decisions are approved by the ATV Board of Directors consisting of key members of ABB Executive Committee:
 - CEO
 - CFO
 - CTO
 - Head of Markets & Customers Solutions
 - Division Manager – Power Systems
 - Division Manager – Discrete Motion
 - Division Manager – Low Voltage Products Spiesshofer
- Quarterly Board meetings to:
 - Evaluate pipeline
 - Monitor portfolio company performance & valuation
 - Address investment strategies and priorities
- Speedy approval of investment decisions

Knowledge Exchange

- Deal pipeline is actively shared with businesses, industry segments and R&D to:
 - Educate them on market activity
 - Get their feedback on investment opportunities
- Businesses actively involved in:
 - Business evaluation
 - Due diligence
 - Board representation
 - Portfolio company support
- Regular meetings with businesses, industry segments and R&D to:
 - Discuss what we see in the market
 - Flag emerging technologies and market segments
 - Help ATV focus our efforts better



Thank you

Astelion

Global Business Coverage

www.astelion.com