

2026

DEEP TECH 101

 MAIN
SEQUENCE

Confidential

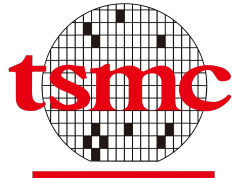
Some of the biggest companies today are deep tech



\$4.4T

Alphabet

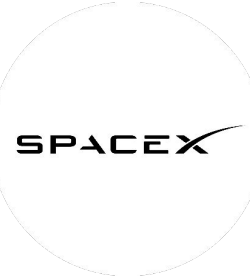
\$2.1T



\$1.3T



\$1.4T



\$0.4T

A return to our roots? Venture is FOR deep tech

Venture Era One



Venture Era Two

“Software is Eating the World”



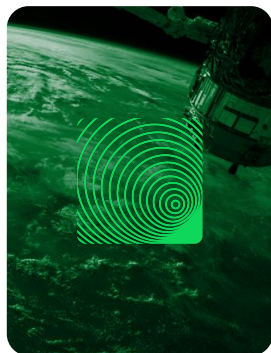
Venture Era Three

“Deep Tech”



Deep tech can address our defining global challenges

Backing founders commercialising breakthrough technologies for planetary-scale impact



Bridge the Gap to Space

How does space infrastructure enable the industries of the future on earth?



Decarbonise the Planet

What can we do right now to help avoid a climate catastrophe?



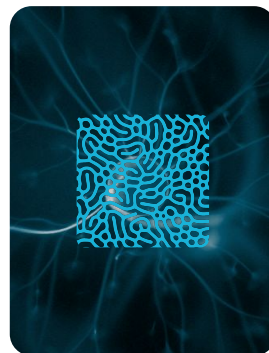
Enable the Next Intelligence Leap

How do we help society harness the benefit of, and guard against the threats, that new technologies pose?



Feed 10 Billion People

How do we feed a ballooning population without breaking planetary boundaries?



Reach Humanity Scale Healthcare

How do we make the highest quality healthcare available to all?



Supercharge Industrial Productivity

How do we supercharge our industries for the future?

Globally, Deep Tech is having a moment...

But this is more than momentum.
It's a structural shift.

- ★ Capital is flowing back to physical, frontier technologies
- ★ AI is moving beyond software into energy, biology, materials and space
- ★ Sovereign capability is now a strategic priority
- ★ Nations with scientific depth and industrial advantage will lead





Australia punches above its weight in deep tech

- ★ **World leading research.** Our scientific institutions rank in the world's top 1% in 15 fields of research
- ★ **Strong sovereign industries** include the energy transition supply chain and food production
- ★ **Global leader in quantum,** machine learning, robotics
- ★ **National Reconstruction Fund (NRF)** invests to rebuild and transform Australia's industrial base
- ★ **Growing track record of successful venture backed companies.** Thriving local venture ecosystem
- ★ **Tech-powered economy.** The outsized A\$150+ billion technology sector is now the third largest contributor to GDP
- ★ **Business friendly nation with significant inbound venture investment.** Open economy, many foreign trade agreements and strong links with Asia

And deep tech is delivering...



Gilmour Space becomes a unicorn.

January 2026

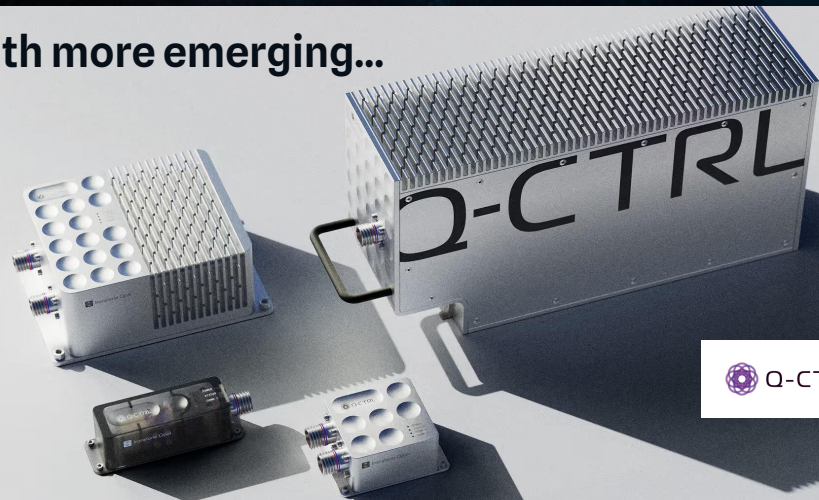


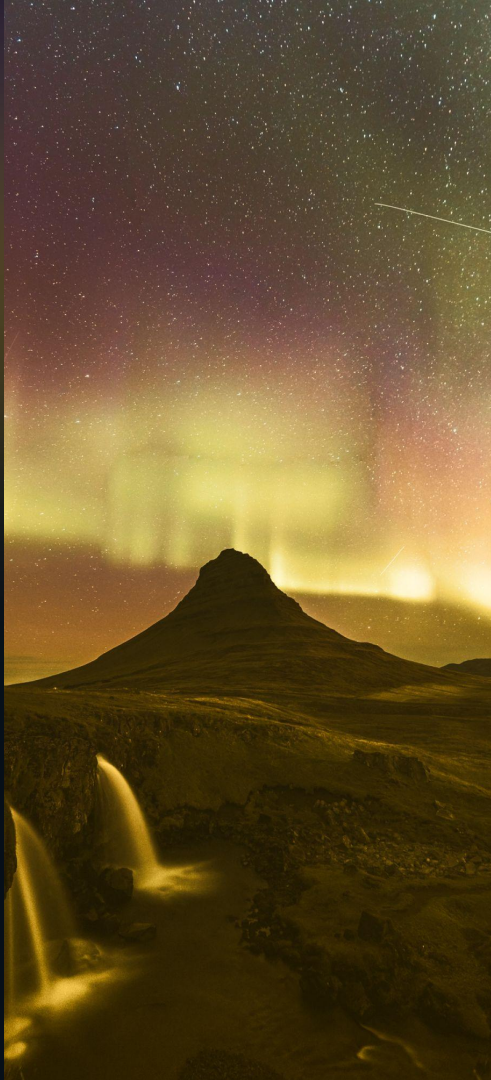
Advanced Navigation becomes a unicorn.

March 2026



With more emerging...





Venture Science company creation



Four founders. All critical. No one could do it alone.



Venture Founder

Startup & spinout expertise. Capital to fund the company. Significant lean in for talent, branding, and company build.



Executive Founder

Employee #1 as CEO. Business experience and probably past founder, full time focus to build out the company.



Research Founder

Access to relevant IP through license or assignment. Facilities and capability to continue to innovate for the company.

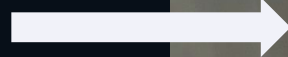


Industry Founder

The first customer. Knowledge and access to the market. Culture able to trial rapidly and lean in with access to suppliers and value chain.

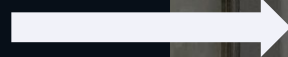
v2food Case Study

How might we
feed 10 billion
without breaking
planetary
boundaries?

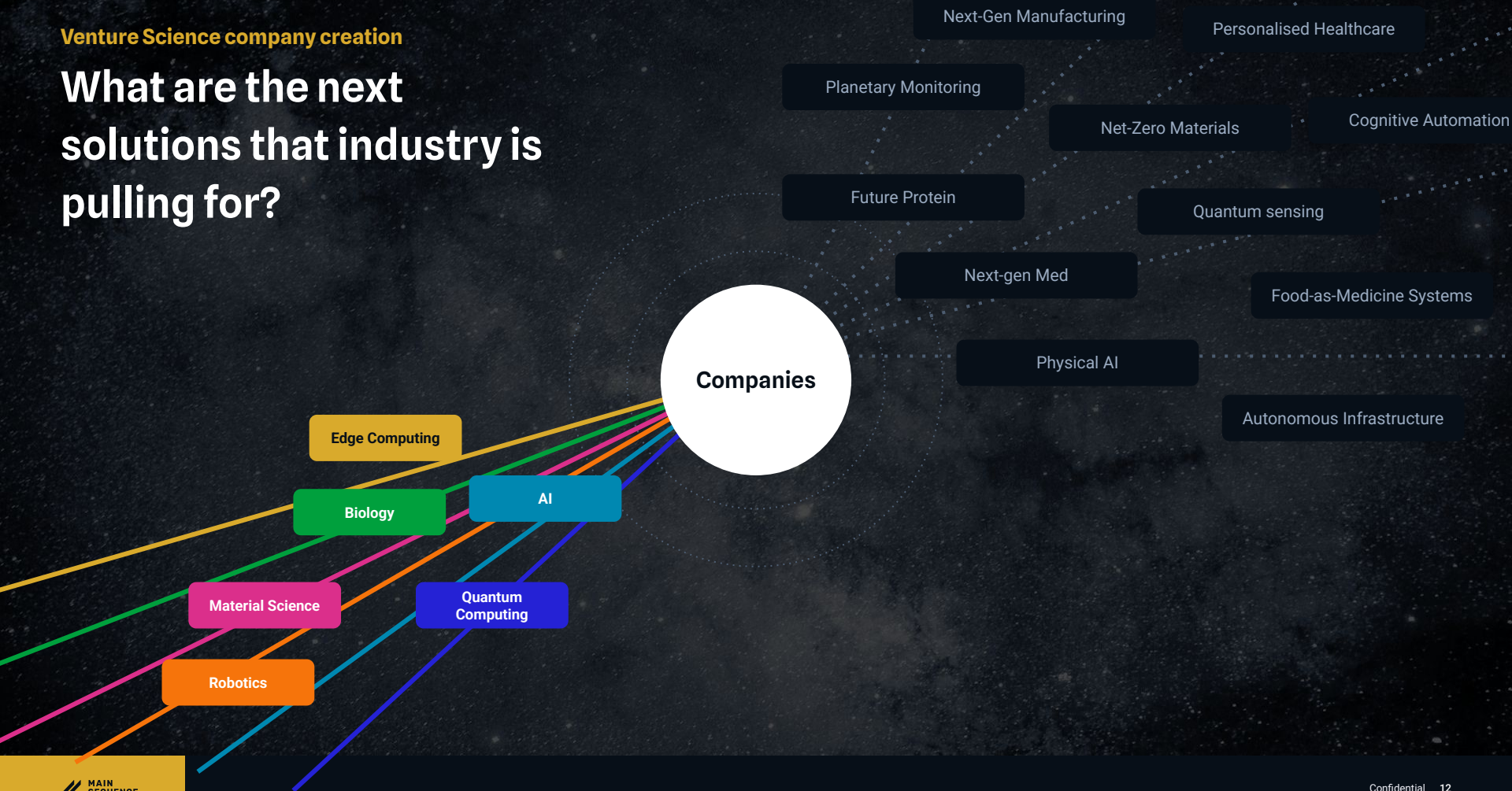


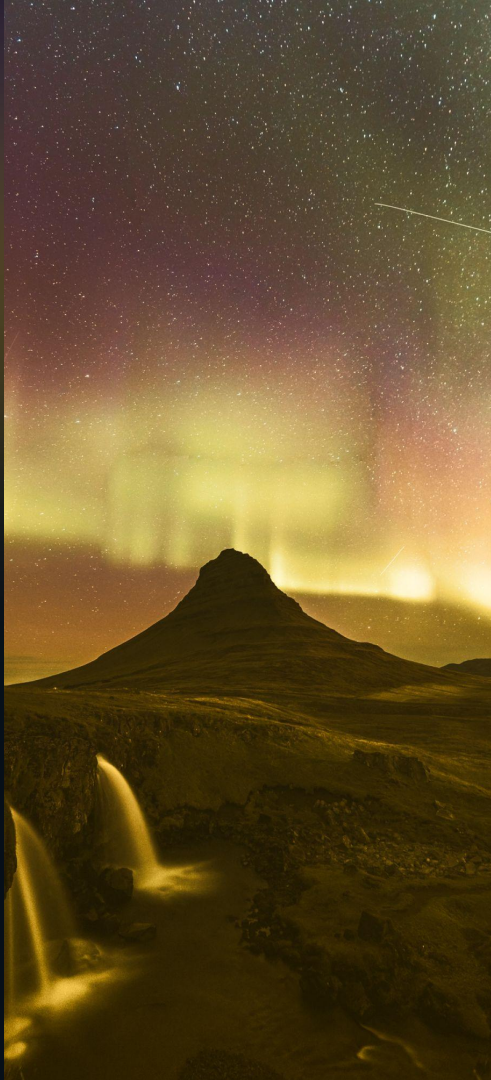
Samsara Case Study

How might we
eliminate
plastic waste?



What are the next solutions that industry is pulling for?





Slam Dunk Finance Framework



Slam Dunk Finance BuildX (as at May 2026)

What needs to be true within 18 months to give BuildX the best chance of success in raising \$30m by November 2027?

	Today	Q1 Jan - Mar 23	Q2 Apr - Jun 23	Q3 Jul - Sep 23	Q4 Oct - Dec 23	Q5 Jan - Mar 24	Q6 Apr - Jun 24
3 Team			Key hires			Additional key hires	
4 Customers & Partners		Customer discovery validates target customer base			Early Adopter offtake agreements		
5 Utility & Proof		Science proof on bench scale	Costs modelled show TE's work at pilot scale			Pilot built & commissioned	First product made. Cogs are working!
6 Revenue					Grant secured		First \$ rev

1 Sprint Claim

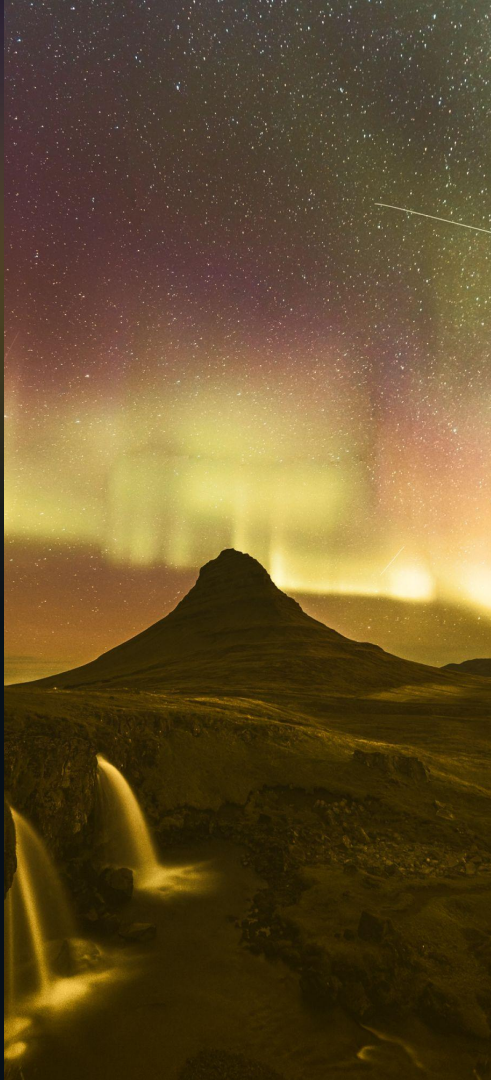
What evidence can we deliver to provide a value inflection point?

Generating \$xm in pre-orders for our x product which is produced at pilot scale (y per month). Our anchor customers ... love our product because they can ... which is x better than competition.

We've hired key BD, exec and team to take us to the next level.

2 \$30m Series A (\$10m pre)

Q7 Jul - Sep 24	Q8 Oct - Dec 24



Founder Evaluation



Jenny Drummond

Snapshot

Topic	Rating	Comments
Magnet for Talent	● 1 Developing	Experienced in leading and motivating scientific teams. Limited exposure to hiring, performance management, and making difficult people decisions.
Magnet for Customer	● 2 Emerging	Great at translating complex science into a compelling story. Needs more experience with commercial negotiations, contracts, and financial terms.
Magnet for Capital	● 2 Emerging	Strong storyteller and communicator; can pitch the vision with impact. Needs to build confidence in deal structures, term sheets, and investor negotiations.
Learning Velocity & Humility	● 2 Emerging	Learns quickly, seeks feedback, open about gaps in business knowledge. Self-aware, though there's limited evidence yet of how this translates under pressure.
Resilience & Execution	● 1 Developing	Shows persistence and adaptability. Aware of the need to shift from "science project" mode to a true company operating rhythm, but still building experience in business execution.

● 1 = Developing ● 2 = Emerging ● 3 = Strong

Strengths Observed

- You bring a lot of **energy and enthusiasm** to the CEO role
- People are drawn to your passion and belief in what you're building. Your ability to tell the story and get others genuinely excited is one of your biggest strengths
- You also show **self-awareness in understanding where most of your gaps are**, and you're already looking for ways to learn
- Curiosity and willingness to learn will take you far
- You've got all the raw ingredients of a strong CEO, and with the right support and more experience on the business side, you'll keep levelling up fast.

Opportunities for Development

- The next big shift is moving from running this like a **science project** to running it like a **company**. That means thinking more about structure, commercial impact, and how today's choices shape what happens next.
- There's a real opportunity to build confidence in some of the **business fundamentals**; things like ESOPs, contracts, negotiation, and financials which will help you attract great people, close deals, and navigate investors.
- You will also be managing more senior, non-technical/scientific people, and finding that balance between being approachable and being firm will be an important leadership skill to develop.
- Learning how to **set rhythm and structure** with OKRs/goals, clear decision-making and ways of working, processes, and regular check-ins will also help the team operate with more focus and accountability.

Recommendations

- **Find a few great mentors:** ideally, other CEOs who've been through the growth journey and can share real-world experience around scaling, fundraising, and leadership.
- **Build up your business toolkit,** especially around negotiation, contracts, and sales.
- **Lean into people and processes - focus on recruitment, operating cadence, and how the team works together day to day.**
- **Keep feeding your curiosity -** books, conversations, and networks will all help you continue growing as a leader.

Resources



**Venture Science
Toolkit**



**Slam Dunk
Financing Toolkit**



**Founder Evaluation
Template**

Let's connect

