## Innovate and Terminate: Balancing Vision with Reality

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Over the past few decades, Merck Electronics KGaA, Darmstadt, Germany has established itself as a frontrunner in the display materials business, driven by innovation and a commitment to excellence. In this keynote, we will explore the essential role of learning and adaptability in research and development. While not every project we initiate will achieve commercial success, each experience can offer invaluable insights that strengthen our approach.

We will share specific examples of projects that have evolved, highlighting the lessons learned and how they shape our future strategies. This journey of continuous improvement enhances our R&D portfolio, ensuring it remains top-notch, robust, and aligned with the dynamic landscape of technology trends and challenges. We will conclude with highlights from our current R&D initiatives, showcasing their connection to key advancements and the strategic direction of our industry and beyond, culminating in our broadened strategic scope towards Optoelectronics. Join us for an inspiring exploration that celebrates the power of learning and the resilience that drives our innovation!