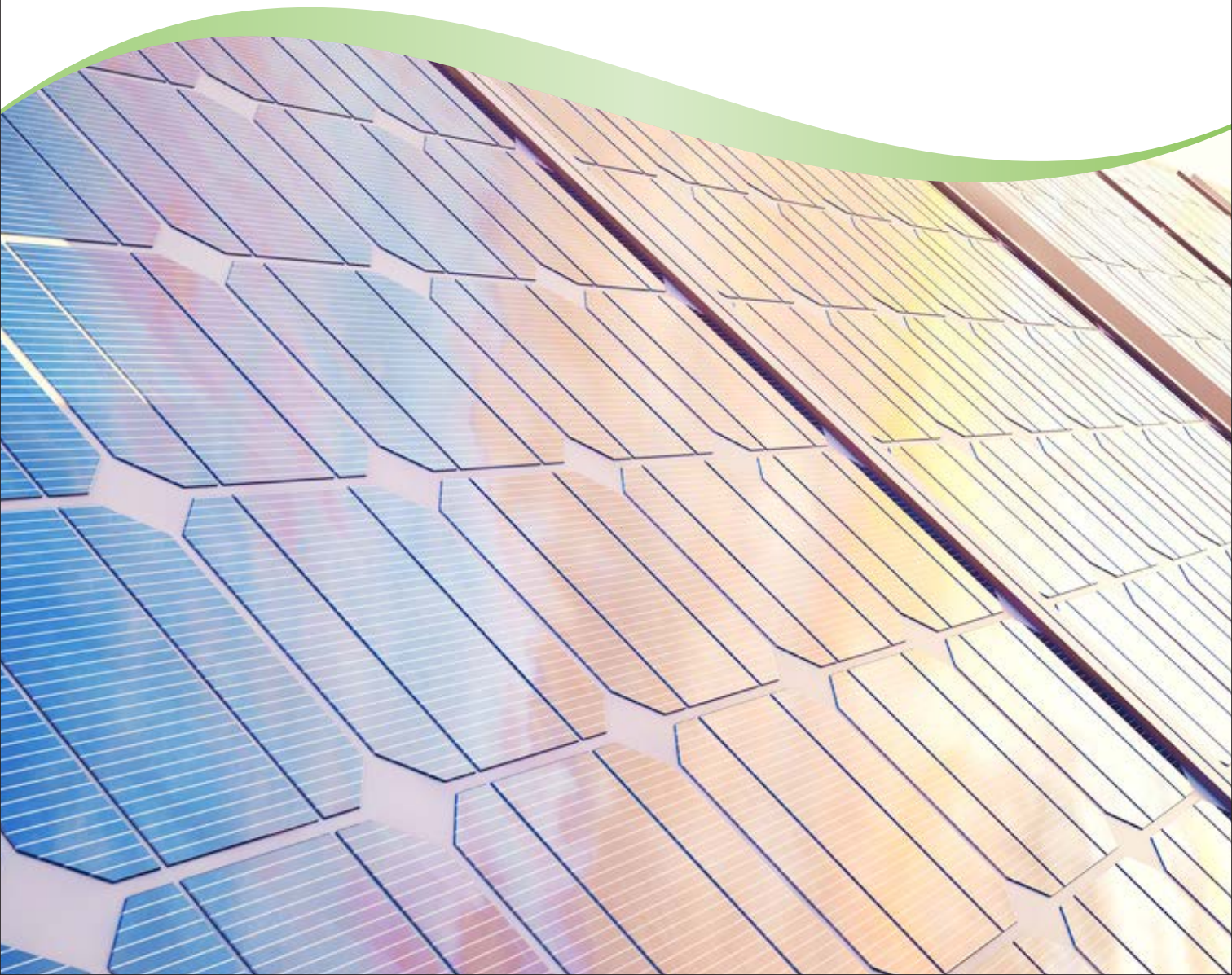




InnoEnergy
Knowledge Innovation Community

Engineering innovation

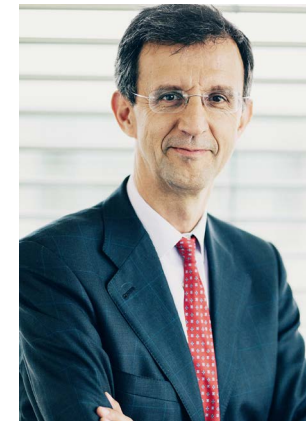
A sustainable energy future for Europe





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Welcome to InnoEnergy

The challenge is big, but our goal is simple: to achieve a sustainable energy future for Europe. Innovation is the solution. New ideas, products and services that make a real difference, new businesses and new people to deliver them to market.

At InnoEnergy we support and invest in innovation at every stage of the journey – from classroom to end-customer. With our network of partners we build connections across Europe, bringing together inventors and industry, graduates and employers, researchers and entrepreneurs, businesses and markets.

We work in three essential areas of the innovation mix:

- Education to help create an informed and ambitious workforce that understands the demands of sustainability and the needs of industry.
- Innovation Projects to bring together ideas, inventors and industry to create commercially attractive technologies that deliver real results to customers.
- Business Creation Services to support entrepreneurs and start-ups who are expanding Europe's energy ecosystem with their innovative offerings.

Bringing these disciplines together maximises the impact of each, accelerates the development of market-ready solutions, and creates a fertile environment in which we can sell the innovative results of our work.

Thank you for taking the time to read this brochure. At InnoEnergy, we are creating and connecting the building blocks for the sustainable energy industry that Europe needs. In the following pages you can find out how we are doing it.

Diego Pavía
CEO, InnoEnergy

About InnoEnergy

A sustainable future for Europe's energy sector

Innovation is the driving force of InnoEnergy

Everything we do is about creating the right conditions for new ideas to flourish.

At InnoEnergy, we believe that Europe has the people and the ideas, the resources and the skills to create a fully sustainable energy industry. Our role is to bring them together.

We connect people from across the continent to create new, commercially attractive technologies. We open up markets and cross borders to find customers for new businesses and their solutions. We bring together knowledge and experience wherever in Europe it is located.

Encouraging change requires new ways of thinking. So we challenge the status quo. Our business model de-risks innovation and investment, so we can encourage more organisations to participate. The result is a broad array of new technologies, products and solutions that can be sold to global customers.

We also know that big challenges are not solved in isolation. So we bring the power of collaboration to our work. We help develop formal and informal partnerships between innovators and industry, entrepreneurs and enablers, research and commerce. We help plug skills gaps and fill market niches to maximise the potential of every InnoEnergy student, every start-up, every technology and every one of our customers.

Sustainability runs through every aspect of our business. The success of InnoEnergy depends on the success of the entrepreneurs we invest in and the technologies we enable – as well as the products and services we produce in-house. By developing commercially attractive solutions that have a real impact on the market, we add value to our customers, we ensure our own long-term success – and we empower a sustainable energy future.



We have established regional offices across Europe

They encourage cooperation between industry, academia and research – as well as innovators and entrepreneurs. Each office provides a consistent level of support in the areas of Innovation Projects, Business Creation Services and Education. Together they offer a seamless series of services for every stage of the innovation process.

In the following pages you can find out more about:

- Our network of Europe's best universities and business schools that is opening up unparalleled opportunities for employment and recruitment
- Our industry partners who are helping inventors and researchers turn prototypes into viable products
- Our community of experts and business partners who are creating a truly international market for entrepreneurs and start-ups

Most of all, you can find out how these networks are enhancing the sustainability of Europe's energy sector.



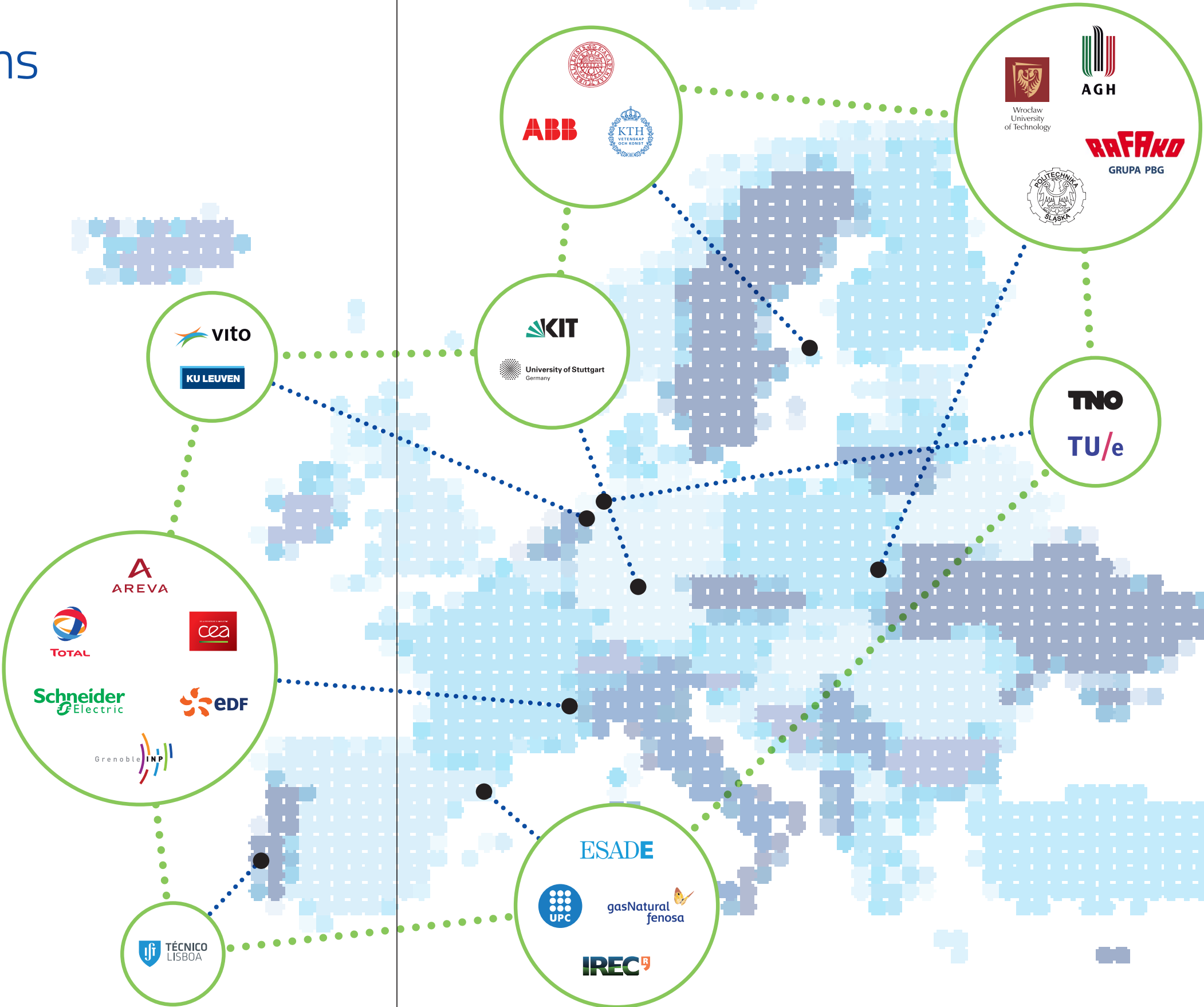
The power of the network


Building connections across Europe

Our strength comes from our Europe-wide network of partners. They are our experts, our service providers, the early adopters of innovative solutions, and the employers of our graduates.

The InnoEnergy network includes our 24 shareholders, as well as more than 360+ associate and project partners. All of them support our entrepreneurs and innovators with their experience and expertise. In return, they gain unrivalled opportunities to invest in new ideas and create commercial opportunities for new solutions.

Together our partners represent the best of Europe's industry, research, and higher education – and all are key players within the energy sector.





Security, cost and carbon: the triple energy challenge

Developing a sustainable energy sector is one of the biggest challenges facing Europe today.

We must ensure supply to all our citizens – without compromising safety.

We need alternatives to depleting fossil fuels that can still satisfy the changing demands of a growing population – and ensure that no one falls into fuel poverty.

We need to reduce carbon emissions – while remaining competitive with the rest of the world.

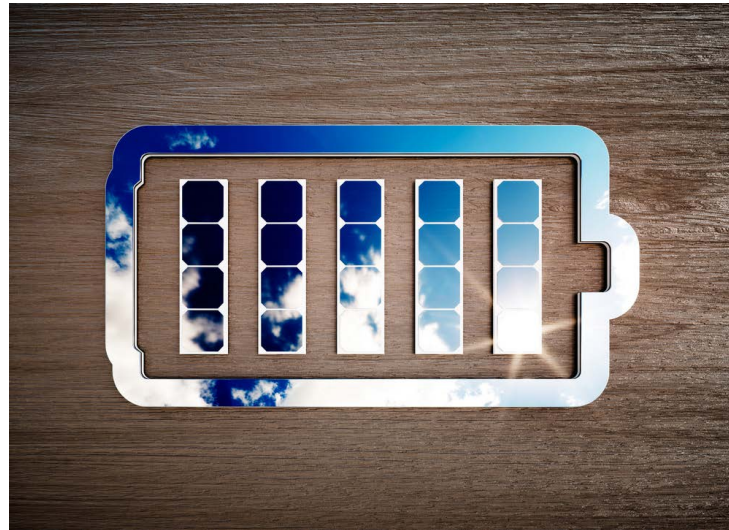
There is no single solution that can overcome all these issues. So the energy sector will become more diverse. A range of products and solutions will be needed, each one addressing a different aspect of the energy challenge.

That is why we are working with entrepreneurs, innovators, industry and universities in eight critical thematic fields.

Clean coal and gas technologies

Coal, gas, and their chemical derivatives, still have a major role to play in creating a stable, long-term energy supply. We are encouraging innovation that will:

- Help reduce emissions of CO₂, NO_x, SO_x and particulate matter
- Make best use of biomass, waste and unconventional gases as well as fossil fuels
- Support CO₂ capture and storage



Energy storage

The way we generate, transmit and distribute power is changing. Energy storage has a vital role to play in the development of the smart grid. We are encouraging innovation in large and small-scale storage that will:

- Help integrate renewable energy into the electricity grid
- Enable a more distributed and responsive distribution system
- Improve stability across the grid



Energy efficiency

Reducing consumption at home and at work is still the most cost-effective way to reduce carbon emissions and improve energy security and competitiveness. We are encouraging innovation in two areas that together account for more than 50 per cent of the EU's energy consumption, and at least 33 per cent of its CO₂ emissions:

- Energy efficiency in buildings
- Energy efficiency in industry



Energy from chemical fuels

Chemical energy carriers, derived from converting or processing fossil fuels or biomass resources, can play a significant role in addressing the energy challenge. We are encouraging innovative solutions that:

- Upgrade and standardise fuels from different feed stocks
- Enable these fuels to be used in combustion systems, power plants, distribution and storage chains
- Improve fuel conversion processes for greater efficiency

Renewable energies

Renewable energy sources play an essential role in reducing dependence on fossil fuels and creating energy autonomy. We are encouraging innovation that:

- Improves the production, penetration and profitability of renewable energy
- Continues to develop all forms of solar technology
- Improves reliability, accuracy and integration of onshore and offshore wind
- Increases performance, lifespan and scalability of wave power



Smart and efficient buildings and cities

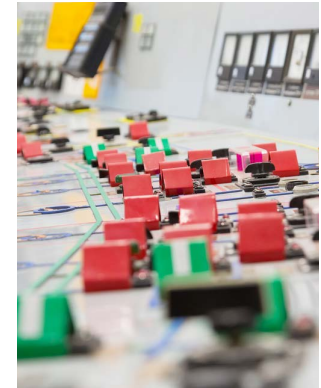
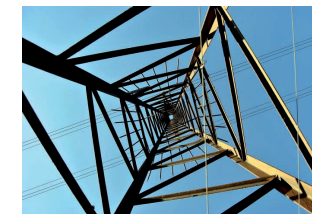
Forty per cent of the world's energy is consumed in the built environment. Energy-efficient buildings and cities are key to sustainable development. We are fostering innovation that:

- Enables energy-positive homes and commercial buildings
- Encourages energy-saving behaviours at home and at work
- Supports a smart and sustainable transport system

Smart electric grid

The electricity grid is showing its age. Increased use, intermittent generation sources, and new regulations are threatening its ability to deliver low-cost, safe and secure power supply. We are encouraging new solutions that:

- Enable information, communication and analytics capabilities on a large scale
- Support enhanced cyber-security and critical infrastructure protection
- Increase control over intermittent sources of electricity



Nuclear instrumentation

Nuclear power remains an important part of a sustainable energy mix, with 60 nuclear reactors under construction around the world. We support innovation in nuclear instrumentation that:

- Improves control and command systems, instrumentation and measurement to ensure reliability and performance
- Enables materials, structures and radiation to be monitored under the most extreme conditions
- Supports non-destructive testing and informs decision-making to prolong the life of reactors



360+

Project partners
across Europe

77

Patents filed

90

Products and services
supported

3

Manufacturing
facilities constructed

170.5

Million euros of
InnoEnergy investment

1.4

Billion euros
in project costs

3

Billion euros in
forecasted sales

Innovation Projects

Connecting ideas and industry, innovators and business partners

A sustainable energy sector needs new products, new solutions and new services. But transforming the spark of an idea into a successful product can be a long and complex journey. Technical expertise, commercial awareness and access to a variety of skills and resources are critical.

Our Innovation Projects help simplify and shorten the journey from lab to launch. We focus on developing and investing in innovative and commercially viable products and solutions, and we finance multi-skilled partnerships that significantly reduce the risks of product development.

We provide researchers and inventors with access to a deep pool of complementary skills and resources, and connect them to markets and commercial opportunities across Europe. Our collaborative model encourages businesses of all sizes to participate in innovative partnerships, consider new ideas and support new research from across Europe.

Through our Europe-wide network of industry experts, businesses and researchers we are able to:

- Find complementary partners to support the development of new products and solutions
- Identify market needs and potential customers
- Shorten the time to market for innovative ideas
- Turn prototypes into commercial products within five years

By investing in engaged researchers, innovative ideas, and viable products and solutions we are expanding the circle of innovation in Europe's energy sector.



"We need innovation because without it everything stands still. Research is about transferring money into knowledge. And innovation is the next step – transferring knowledge back into money again."

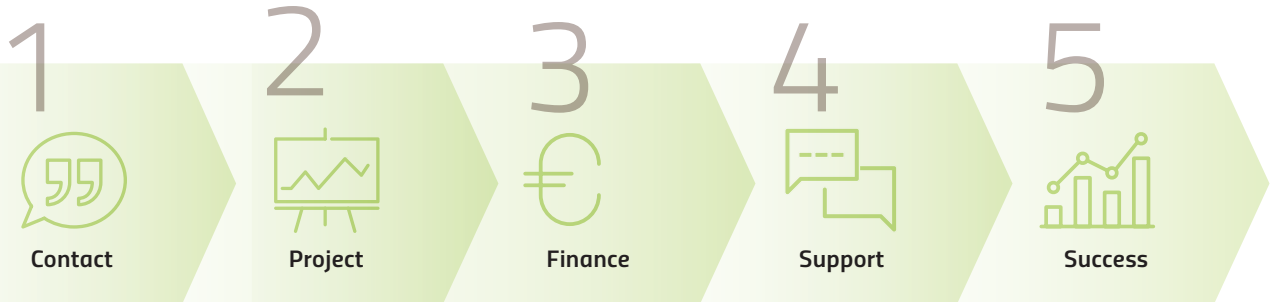
Jacob Ruiter, CEO, InnoEnergy Benelux

Partnerships that turn prototypes into commercial products

Transforming a great idea into a viable solution requires a range of skills and resources. Innovation Projects from InnoEnergy is all about bringing together partners to create individual projects that can deliver results.

- We provide support to researchers, inventors and innovators in four key areas:
- **Value:** By connecting businesses of all sizes with researchers and inventors, we give Europe's energy industry the opportunity to invest in ideas that will add value to their businesses, and enhance commercial opportunities for new products.
 - **Protection:** Because we invest our own resources in new product development, and engage potential customers at the beginning of the process, we establish an environment that protects the intellectual property of all our partners.
 - **Support:** We offer technical and commercial support from across Europe, and ensure that complementary skills and resources are available to each project.
 - **Returns:** We invest in a variety of lab-tested prototypes and proofs of concept, which gives us a strong interest in the commercial success of every project. We also seek out further funding for each project – and we only get a return on our investment if the project is a commercial success.

How it works



1 Contact
Got a proof of concept that you want to develop? Contact your nearest InnoEnergy office.

2 Project
Following an initial assessment, we'll help you create an expert project partnership with at least two of our partners – including the company that will take your idea to market.

3 Finance
Once we have agreed your project's scope, budget and work plan, we will fund a feasibility study, and co-finance your product development.

4 Support
During the development of your product we'll stay in touch, assess your progress, assist you to overcome any challenges or unexpected events, and help you keep your project on track.

5 Success
Your new product is launched and InnoEnergy receives the agreed percentage on sales – to reinvest in further projects.

Proven products and solutions to enhance the bottom line

Across Europe, InnoEnergy's Innovation Projects help researchers turn their ideas into valuable commercial products. Here are just three examples.



WindFloat
Globalising wind power with floating support structures for offshore turbines

The WindFloat project, from Principle Power, has developed a floating foundation for offshore wind turbines with a simple, economic and patented design. The WindFloat dampens wave and turbine-induced motion, enabling wind turbines to be sited in previously inaccessible locations. It also lowers the levelised cost of energy (LCOE) by reducing structural weight as well as installation, operational and, eventually, decommissioning costs.

In addition to investing €4 million in the project, InnoEnergy has worked with Principle Power on every aspect of advanced technology development and commercialisation, including engineering, third-party analysis and certification, business development and dissemination. A key area of focus has been to further reduce the levelised cost of energy to ensure that the WindFloat technology is in line with global price targets for commercial offshore wind projects.



DeBugger
Making the most of biomass

The DeBugger project is working on developing commercial products that can maximise the energy produced from currently unused human and animal waste, while recycling the plant nutrients for controlled fertilisation in agriculture. Together these technologies can add thousands of GWhs of energy to European grids, while minimising the environmental damage caused by phosphate and nitrogen pollution.

The DeBugger project is being carried out by scientists working for Outotec in Sweden and Germany in conjunction with InnoEnergy partner, the University of Stuttgart. InnoEnergy's financial support and highly specialised network has enabled the project stakeholders to develop their innovative idea into a marketable solution that has just completed an extensive pilot at a waste-water treatment plant in Skelleftea, Sweden.



EFFIC
Improving efficiency and cost of Solar PV

The EFFIC project is providing a new way to bring solar PV cells to the market, ensuring that they are cheaper, more efficient and able to address new market segments.

In the EFFIC project, the solar PV cells are being developed with the following characteristics: 10% higher product quality at 20% lower costs in standard production, and increased added value through product customisation.

The ultimate goal of the project is to reduce the costs by: increasing the production yield and enabling less costly manufacturing processes.

InnoEnergy is providing ongoing funding and advice to a project team made up of Meyer Burger (equipment manufacturer and the commercialising company), TNO (Technology centre), ECN (Research centre), CCM (substrate supplier) and Nexcis (PV manufacturer).



186
Early start-ups supported

106
Companies created

72.8
Million euros of external investment raised

2485
Business ideas captured

Business Creation Services

Connecting entrepreneurs and start-ups to markets and customers

The drive towards energy sustainability demands new businesses to enhance and expand Europe's energy ecosystem. The possibilities are new, but the challenges of starting a new business and taking new products to market remain the same.

Our Business Creation Services help new start-ups and entrepreneurs create successful, sustainable businesses that bring valuable solutions to a global market.

We assess business ideas, provide tailored business services to owners and entrepreneurs, connect start-ups to capital and seed-funding, and invest our own funds and expertise in return for a financial stake.

We provide start-ups across Europe with access to a proven business development model. Our Europe-wide network of industry partners, universities and research centres provides an invaluable source of expertise and guidance.

Through our network, we are able to:

- Perform due diligence on every proposed solution to establish its potential
- Provide access to appropriate technical expertise as well as funding from across Europe
- Offer access to laboratories and technical platforms to develop proofs of concept
- Find the all-important first customer that sets a business on the path to success

The result is viable technologies, sustainable businesses and an entrepreneurial spirit that encourages new ways of thinking throughout Europe's energy industry.



"Entrepreneurs are the lungs of our economy. They are the ones that bring fresh air. And they are the ones who have the energy and the motivation to bring new products and new solutions on to the market."

Elena Bou, Innovation Director, InnoEnergy

Supporting you from business plan to first sale

We support every one of our start-ups with individually tailored services through the InnoEnergy Highway™, our one-stop shop for transforming a business idea into a successful enterprise.

Once on the Highway, start-ups receive services in four essential areas:

- **Product:** We assess the product's potential, identify and track possible competitors, and ensure IP is protected. We then support the enhancement, development, pilot, and industrialisation of our start-ups' solutions.
- **Market:** We identify gaps in the market, assess the opportunity, and help develop a business case and market positioning. We support business modelling, planning, and commercialisation strategy. And we discover and validate that all-important first customer.
- **People:** We assess each start-up's team and its capabilities, providing training and on-going support and mentoring. We help identify new skills to bring into the business, and help with its legal constitution.
- **Finance:** We provide access to seed money, our venture capital community and our network of business angels. We invest in the start-ups that we believe can make a difference. In return, we acquire an equity stake of five to 15 per cent in the company.

How it works



1
Got an idea?
Contact your nearest
InnoEnergy office.

2
We assess your idea
based on three criteria:
innovation, novelty and
technology; market
potential; and the
capabilities of your
team.

3
Following a positive
assessment we assign
you a business coach
who will help design
a roadmap for your
business with tailored
services to match.

4
Through our network
of European partners,
we provide the agreed
services to support all
aspects of your project.

5
We are committed
to finding your first
customer, and setting
you on the path to
long-term commercial
success.

Investing in the future of Europe's energy industry

InnoEnergy's Business Creation Services are supporting over 160 new start-ups across Europe and have helped launch 80 new independent businesses. These are some of our earliest successes.



Dracula Technologies
See the light with printed PV cells

Dracula Technologies is rapidly developing into a leading European player in the production of organic photovoltaic energy. The company has developed and launched an innovative process for digitally printing photovoltaic cells as well as an energy-storage device that can be easily integrated with a whole range of small or portable devices, accessories, sports equipment and clothing.

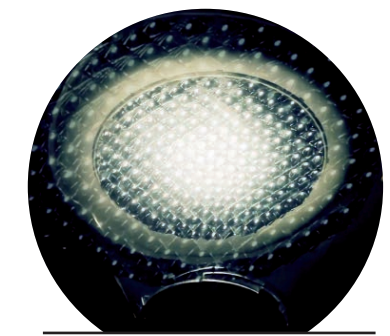
The company was supported by InnoEnergy's Business Creation Services in France, which introduced it to important decision-makers as well as design and communication advisors. As a result, the company has already enjoyed high-profile success – including the launch of a tennis racket at Roland Garros that incorporates solar-powered game analytics to help improve player performance.



OpenDomo
From idea to first customer in 18 months

Founded by five entrepreneurs with a background in IT and financial services, OpenDomo is dedicated to the research, development, manufacture and marketing of intelligent control products. Its initial product is ODEnergy, a solution that uses artificial intelligence to analyse the individual energy consumption of appliances or electric systems.

With coaching from InnoEnergy's Business Creation Services in Barcelona, the company has been able to progress rapidly. InnoEnergy has also supported the company in the search for business backers, created opportunities for collaboration with other start-ups, and provided access to the whole European market via our network of partners. Most importantly we have helped OpenDomo find its first commercial customer after only 18 months.



GRADIS
A new era of smart lighting

GRADIS started life as a project supported by InnoEnergy's Benelux Innovation Projects service. The aim of the project was to develop a business model for implementing innovative solutions that would lead to energy savings in cities. Out of that project, scientists from the AGH University of Science and Technology created a new company, GRADIS, to develop a complete solution for optimising and controlling outdoor lighting systems. When implemented, the new system typically reduces lighting costs by 10 to 40 per cent.

The Business Creation Services officer at InnoEnergy in Poland spotted the commercial potential of the technology, known as PhoCa. While InnoEnergy took care of the administration details, PhoCa's developers were able to focus on the product itself. GRADIS is now in talks with a municipality near Kraków about implementing the project.



500

Gamechangers from the InnoEnergy Master's School

11200

Applicants to the InnoEnergy Master's School

93%

Graduates who find a job within six months of graduating

15%

Average annual salary earnings over graduates of similar programmes

200

PhD students supported

35

PhD graduates

8

Professional MOOCs

Education

Connecting graduates and employers, researchers and industry

We need an informed, engaged and ambitious workforce to join the sustainable energy revolution and achieve a sustainable European energy industry. Engineering and technical knowledge must be combined with commercial awareness and an entrepreneurial spirit.

Through our Education service, we connect Europe's best universities with its best students, the top business schools and first-class employers. Together they help us create an education programme that delivers what the industry and the people working in it need.

Our programmes enable pan-European collaborations and partnerships, and enhance opportunities for employment and recruitment. We offer post-graduate education programmes at Master's and PhD level, as well as Executive programmes and online courses to encourage innovation and entrepreneurship at every stage of your career.

InnoEnergy is redefining how we think about education.

With our network of academic, research and industry partners we are able to:

- Improve the career prospects of our students and graduates
- Deepen the industry's talent pool and enhance the skills of existing workers
- Encourage innovation, entrepreneurship and commercial awareness
- Increase the competitiveness of Europe's energy sector

The result is smart people who understand what the industry needs and have the skills and connections to deliver it.



"We get independent thinkers coming to us – and they may not know much about entrepreneurship or innovation or the technical issues. But when they come out, many are full-blown engineers, entrepreneurs and innovators who are ready to give their ideas to the market."

Frank Gielen, Education Director, InnoEnergy

Technical excellence, entrepreneurial and innovation skills, commercial awareness



We offer students the opportunity to enrich their technical skills, their entrepreneurial abilities and their commercial awareness at each stage of their education.

InnoEnergy Master's School

We offer seven Master's programmes that combine engineering and entrepreneurship to address each of our thematic fields. Students study at two or more of our European University and business school partners. In addition to exemplary teaching, we offer students access to summer schools, study visits, guest lectures, degree projects and internships from our business partners. Each programme involves studies at two of our partner universities.

Thanks to our network of partners, graduates from our Master's School have the connections to enhance their employment opportunities or even to start their own companies.

InnoEnergy PhD School

Our PhD School is designed for doctoral candidates who demonstrate technical excellence. Every student receives customised training in innovation, business creation and entrepreneurship in addition to their own research. Our PhD students have access to different facilities from our partners, which helps strengthen their knowledge of how organisations work and innovation is enabled. They gain experience of different commercial disciplines, including product development, finance and marketing. Researchers in our PhD school also have access to our Innovation Projects and Business Creation Services to help transform research results into successful products or businesses.

Professional learning (iSE)

InnoEnergy offers a range of courses for executive students which enhance understanding of the world's energy challenges, industrial perspectives and provide insight into how energy businesses are created.

In addition, the new online portal, The Institute of Sustainable Energy (iSE), provides courses for professionals who want to advance their careers and companies that want to support continual learning for their employees. Courses are delivered by inspiring professors and industry experts in the field of sustainable energy, innovation and entrepreneurship. More information is available here: ise.innoenergy.com

Educated individuals, engaged researches, better business

Some of our alumni explain what they have been doing since graduation – and what they think of the InnoEnergy Master's School



"We need to invest more in green power"

Gregory Kotsis, *Project engineer*, InnoEnergy partner, IREC. Barcelona, Spain

Gregory attended the MSc SENSE programme at the InnoEnergy Master's School, studying smart electrical networks and systems in three different countries. He found his current job when working on his master's thesis at IREC and was offered the chance to stay on.

Gregory started out studying electrical engineering, and found the study of production and consumption of energy really stimulating. The courses in entrepreneurship also helped him develop and improvise with new ideas. *"The environmental problems were the reason I took an interest in sustainable energy. My ambition is to return to Greece in the future. There is a lot of potential there when it comes to green power and I want to inject even more and make it more sustainable,"* he says.



"Long-term vision is the key to the future"

Roberta Cirillo, *Research engineer*, InnoEnergy partner, CEA. Grenoble, France

Studying nuclear energy on the MSc EMINE programme led Roberta to a job working with dynamic simulations at the CEA fusion nuclear project in Grenoble, France, which she secured after completing an internship with the company.

Our network of industrial partners really helped focus her search for an internship. *"When you are in a new field and a new country, it's hard to know where to ask for internships. The network has been really helpful in order for me to find the right organisations. It put me on the right track,"* she says. She also feels that her education has given her a more complete approach to any kind of technical discussions. *"I can see more aspects of projects and ideas, even if it's not required for my current position at the CEA."*



"Versatility, entrepreneurship and international experience"

Joeri Siborgs, *R&D project engineer*, Elia, Belgium's transmission system operator

For Joeri, the focus on entrepreneurship during his MSc Energy for Smart Cities programme has been key to his career so far. His work in the strategy and innovation department at Elia consists of trying to position the company for the future, ensuring it stays relevant in the changing energy landscape. *"In the shorter term we look into innovation in order to find a better way to do things, in the longer term we work on rethinking our business, both to change our business model and to change the way we monetise it. We are constantly being entrepreneurial and thinking outside the box,"* he says.

He also emphasises the benefits of living and studying abroad. Doing his thesis at ABB in Sweden has prepared him well for his current job and given him useful insight into how people work in international organisations.

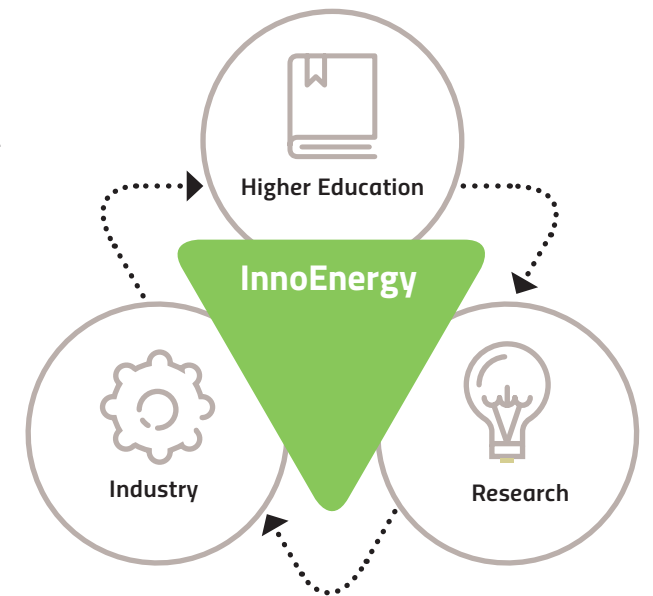


InnoEnergy and the EIT

Bringing the knowledge triangle to life

InnoEnergy was established in 2010 and is supported by the European Institute of Innovation and Technology (EIT). Like all Knowledge and Innovation Communities (KICs) established by the EIT, InnoEnergy brings together the three elements of what we call the Knowledge Triangle – higher education, research and industry – to tackle some of the biggest challenges facing Europe today.

By integrating the elements of the knowledge triangle with Europe's entrepreneurs and innovators, InnoEnergy reinforces the innovation capacity of the EU member states, creates the entrepreneurs of tomorrow and prepares them for innovative breakthroughs in the future. Together the KICs play a critical role in increasing sustainable growth and competitiveness in Europe.



EIT and Horizon 2020

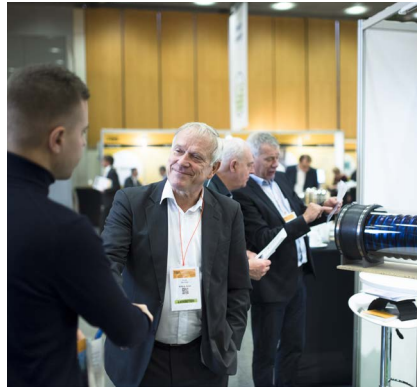
The EIT strongly contributes to the objectives set out in Horizon 2020, the EU's biggest ever research and innovation programme. Horizon 2020 is a key pillar of the Innovation Union, a Europe 2020 flagship initiative aimed at enhancing Europe's global competitiveness. The goal is to ensure Europe produces world-class science, removes barriers to innovation and makes it easier for the public and private sectors to work together in delivering innovation.

Join InnoEnergy!



We are full of energetic, enthusiastic people who want to make the world a lot better

We change the rules of the game



We believe that people can affect big industry, and disrupt the ecosystem



We are about cross cultural, cross border co-operation



We are about the business values of the future – complementary competencies and capacities



Everybody here has an authentic passion in sustainable energy



We are InnoEnergy





InnoEnergy

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