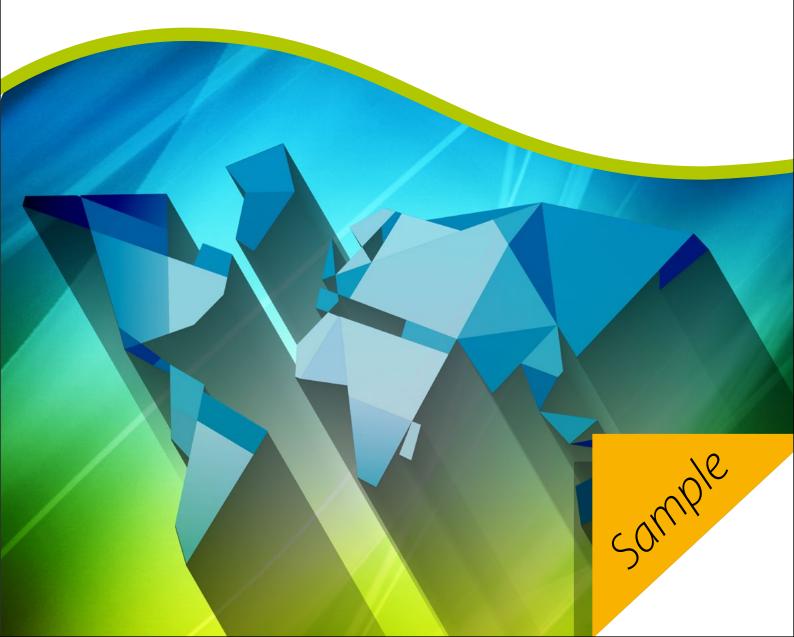


Top 10 Energy Innovators in 100 Energy Priorities

A unique report mapping industrial and academic players in global competition





About Questel Consulting

Questel provides a comprehensive suite of web-based services for productivity and collaboration dedicated to intellectual property. Covering the entire innovation cycle, from idea to product, Questel's offerings include:

- Competitive intelligence and technological landscape,
- · Ideation management and innovation capture,
- Technology scouting and licensing-in,
- Invention management and prior-art searching,
- · Portfolio management and pruning,
- Licensing-out and monetization.

Questel Consulting team is the result of the fusion of Avenium in France (created in 2002 as a spin-off of the CEA) and the PatentPeople in the US (created in 2008). Questel Consulting team is specialized in management and strategy for intellectual property and technology.

OUR CLIENTS & FIELDS OF EXPERTISE

Our customers are international groups, SME and start-ups as well as academic research centers.

Our diversified fields of expertise cover energy, microelectronics, transportation, materials, chemistry, pharmaceuticals, life sciences, etc.

OUR SERVICES

Assist our clients in building their industrial property strategy and enabling them to:

- sustain competitive advantage
- speed up R&D
- mitigate risks
- maximize profit

Assist our clients in portfolio valorisation and technology transfer for their patented inventions.

KIC InnoEnergy

KIC InnoEnergy SE is the European company dedicated to promoting innovation, entrepreneurship and education in the sustainable energy field by bringing together academics, businesses and research institutes.

Our goal is to make a positive impact on sustainable energy in Europe. We do this by creating future game changers with a different mind-set, and bringing innovative products, services and successful companies to life.

KIC InnoEnergy is one of the first Knowledge and Innovation Communities (KICs) fostered by the European Institute of Innovation and Technology (EIT). We are a commercial company with 27 shareholders that include top ranking industries, research centres and universities, all of which are key players in the energy field. More than 150 additional partners contribute to our activities to form a first class and dynamic network that is always open to new entrants and furthers our pursuit of excellence. Although we are profitoriented, we have a "not for dividend" financial strategy, reinvesting any profits we generate back into our activities.

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KIC InnoEnergy & Questel Consulting

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Glossary

Players a	cronyms
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AAU. University of Aalborg

AIST. National Institute of Advanced Industrial Science and Technology

BP. British Petroleum

CAS. Chinese Academy of Sciences

CEA. Commissariat à l'Energie Atomique et aux énergies alternatives

CEPRI. China Electric Power Research Institute

CERTAM. Centre d'Etude et de Recherche Technologique en

Aérothermique et Moteurs

CIEMAT. Centro de Investigaciones Energéticas, Medioambientales y Tecnológicas

CIRAD. Centre de coopération International en Recherche

Agronomique pour le Développement

CNRS. Centre National de la Recherche Scientifique

CRIEPI. Central Research Institute of Electric Power Industry

CSIC. Consejo Superior de Investigaciones Científicas

CSIR. Council of Scientific Industrial Research

DLR. Deutsches Zentrum für Luft- und Raumfahrt

DOE. Department Of Energy

DTU. Denmark Technology University

EDF. Électricité de France

EPFL. École Polytechnique Fédérale de Lausanne

EPRI. Electric Power Research Institute

ETH. Eidgenössische Technische Hochschule

ETRI. Electronics and Telecommunications Research Institute

GE. General Electric

IFP. Institut Français du Pétrole

IMEC. Interuniversity Microelectronics Centre

IREC. Catalonia Institute for Energy Research

ITRI. Industrial Technology Research Institute

JOGMEC. Japan Oil, Gas and Metals National Corporation

KEPCO. Korea Electric Power Corporation

KIER. Korea Institute of Energy Research

KIST. Korea Institute of Science and Technology

KTH. Kungliga Tekniska högskolan

KU Leuven. Katholieke Universiteit Leuven

MHI. Mitsubishi Heavy Industries

MIT. Massachusetts Institute of Technology

NIMS. National Institute for Materials Science

NREL. National Renewable Energy Laboratory

OWET. Oregon Wave Energy Trust

TEPCO. Tokyo Electric Power Company

TNO. Nederlandse Organisatie voor Toegepast

Natuurwetenschappelijk Onderzoek

UPC. Universitat Politecnica de Catalunya

UPM. Universidad Politécnica de Madrid

ZAE. Zentrum für Angewandte Energieforschung

Economic & business acronyms

CAGR. Compound Annual Growth Rate

IP. Intellectual Property

JV. Joint Venture

R&D. Research and Development

RoW. Rest of the World

SME. Small and Medium Entreprises

Technical acronyms

BMS. Battery Management System

CAES. Compressed air energy storage

CCS. Carbon Capture and Storage

CdTe. Cadmium Telluride

CHP. Combined Heat and Power

CIGS. Copper indium gallium selenide

CIS. Copper Indium Selenide

CO₃. Carbon Dioxide

CSP. Concentrating Solar Power

CZTS. Copper zinc tin sulfide

DC. Direct Current

DRM. Dry Reforming of Methane

EMS. Energy Management Solution

ESCo. Energy Service Company

FACTS. Flexible AC Transmission System

GaN. Gallium Nitride

H2. Dihydrogen

Hg. Mercury

HVAC. Heating, Ventilating, and Air Conditioning

HVDC. High Voltage Direct Current

ICT. Information and Communication Technologies

IR. InfraRed

KCI. Potassium Chloride

Li. Lithium

NaS. Sodium Sulfur

NiMH. Nickel Metal hydride

Nox. Nitrogen oxide

O&M. Operation and Maintenance

OCAS. Obstacle Collision Avoidance System

PC. Polycarbonate

PCM. Phase Change Material

PEM. Proton Exchange Membrane

PV. Photovoltaic

ROV. Remotely Operated Vehicles

SBM. Single Buoy Mooring

SiC. Silicon Carbide

Sox. Sulphur oxide

T&D. Transmission and Distribution

TCO. Transparent Conductive Oxide

TFPV. Thin Film Photovolltaic

UCG. Underground Coal Gasification

UHV. Ultra High Voltage

VSC. Voltage Source Convertors

VSD. Variable Speed Drive

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Top 10 Energy Innovators in 100 Energy Priorities

Dear Reader,

Do you want to identify the right partners in Energy and screen the global Top 10 industrial players, qualified by their capacity to bring innovation to the market place? Are you interested in discovering the Top 10 industrial innovators and the Top 10 academic experts across 100 energy technology priorities? Would you also like to view the annual growth rate and dynamic trends since 2000 of patent filing and publications by industrial and academic players?

Whether you are in industry or an academic leader, local, European or international decision maker, this report is made to answer those questions, highlighting the worldwide dynamics of competition in innovation, to help you identify potential game changers in energy. The *Top 10 Energy Innovators in 100 Energy Priorities* report is the first led by KIC InnoEnergy to map and rank existing global industrial and academic innovators – using quantitative and qualitative Key Performance Indicators – against 100 energy priorities, included in KIC InnoEnergy's Strategy and Roadmaps 2014-2019. This report covers 8 thematic fields: Wind Energy, Ocean Energy, Solar Photovoltaic System, Solar Thermal Electricity, Smart Buildings and Cities, Smart Grids and Electric Storage, Renewable Energy Convergence, Clean Coal and Gas Technologies.

We are pleased to co-publish this report together with *Questel Consulting Europe* who carried-out this extensive study: integrating Market, Technological and Intellectual Property expertise; combining methodology, to establish a scoring system to rank players according to both quantitative and qualitative KPI, to create relevant patent search queries, to conduct worldwide survey questionnaire and run desk research; and mixing sources, using professional data bases, public information and survey results.

KIC InnoEnergy is a unique experience in Europe, a smaller scale energy system as it gathers partners of the entire energy value chain, across all energy carriers, and all countries in Europe. A smaller scale energy system, where we test-bed new ways to innovate and produce new methods as for this report, to better reflect on who we are, and attract new partners to make a difference. This report is the first of its kind, the first of more to come to help us take decisions and make an impact.

Wishing you an inspiring reading.

Céline Jullien

Industry Program Management Officer KIC InnoEnergy

Cella Villian

Diego Pavia

Chief Executive Officer KIC InnoEnergy

Methodology

100 energy priorities

A KIC InnoEnergy selection

This report provides an in-depth understanding of the global competitive energy landscape, identifying and ranking the top 10 industry and academic players according to their innovation competencies.

The 100 energy priorities are KIC InnoEnergy priorities, defined in its Roadmaps in the following thematic fields

(to be found at http://cip2014.kic-innoenergy.com/thematic-roadmaps/)

- Renewable Energies (Photovoltaic, Solar thermal, Ocean, Wind energies)
- Clean Coal and Gas Technologies
- Intelligent Energy-Efficient Buildings and Cities
- Smart Grids & Electric Storage
- Sustainable Nuclear & Renewable Energy Convergence
- Energy Efficiency in the industry

Top 10 players

A Questel Consulting-KIC InnoEnergy methodology

The methodology combines 9 key performance indicators (KPI)

and an adapted weighting and scoring method to make relative comparisons possible across thematic fields and by player type. The selected KPI and corresponding scores concern quantitative and qualitative measures of patents, scientific publications, strategic involvement in each topic, collaboration in R&D, and R&D commercialisation, all viewed as essential to defining innovation competencies.

Sources of information

- Professional databases: Orbit®, Thomson Innovation®, Web of Knowledge®, OneSource®.
- Public information: players' press releases, technology transfer offices' websites, financing institutions' websites (Cordis, enGrant Scientific), thematic fields' websites (news, associations), and players' annual reports.
- KIC InnoEnergy survey: to partners and to 850 top industry and academic players worldwide.

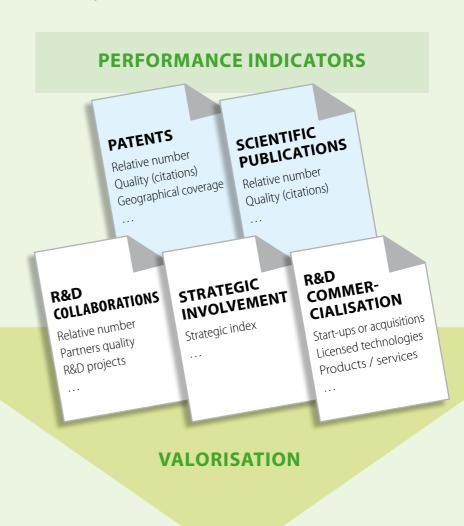
Report summary in figures

- ~150,000 Patents
- ~180,000 Scientific Publications
- 1,890 identified R&D collaborations
- 340 identified acquisitions /created start-ups
- 1,227 identified products /services and licenses
- 2,000 identified and ranked top 10 industry and academic players

9 key performance indicators

- Relative number of patents
- Quality of patents (citations, geographical coverage...)
- Relative number of scientific publications
- Quality of scientific publications (citations)
- Relative number of industrial and academic collaborations (R&D projects)
- R&D Project Partners quality
- Strategic index (relevance of the priority for the player)
- Existing Spin-offs, new branches or subsidiaries, or acquired companies
- Commercialised products/services, licensed technologies

Key Players identification process





				SCORING	
#	ASSIGNEE	COUNTRY	IP	PUBLICATION	VALORISATION
1	Company / Institution	Headquarters	*	**	***



Wind Energy



Ocean Energy



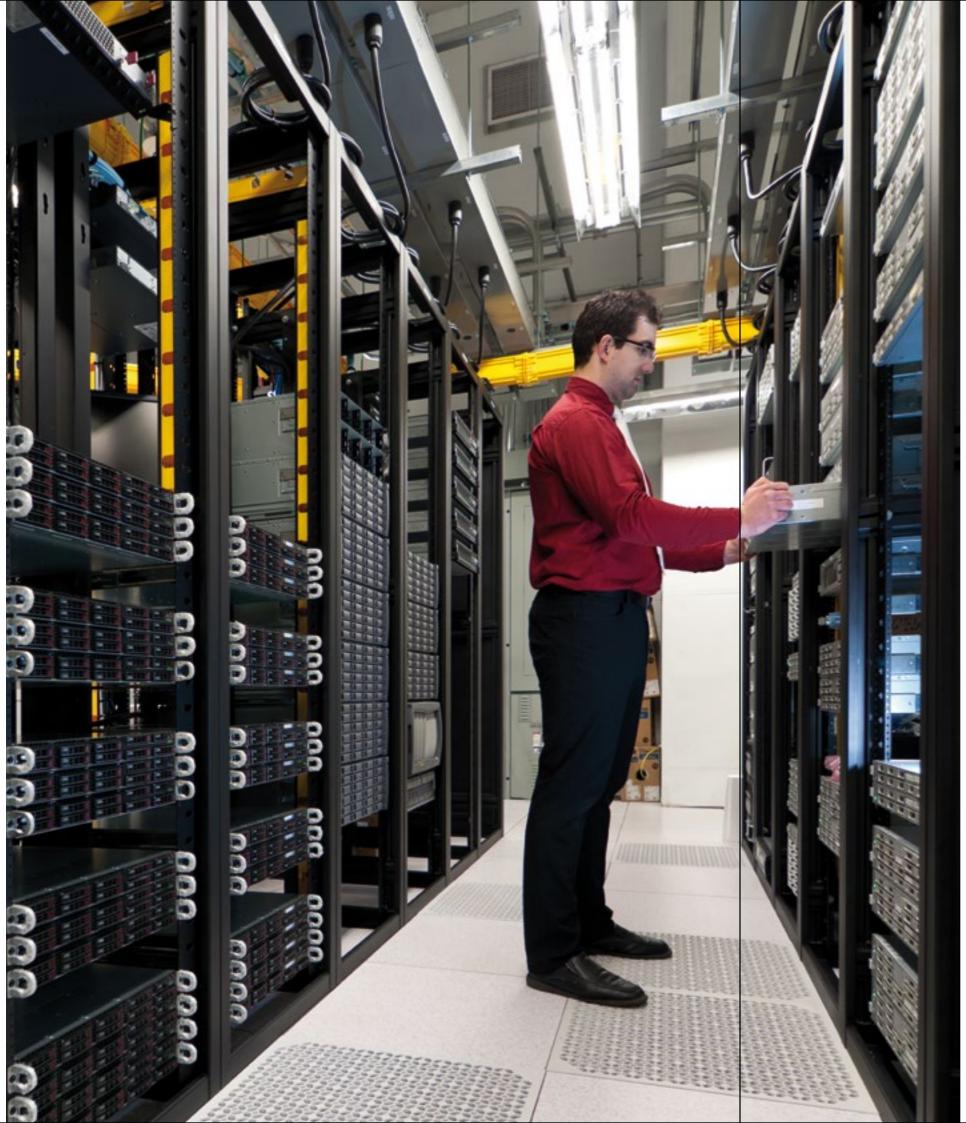
Solar Photovoltaic System



Solar Thermal Electricity



Intelligent
Energy
Efficient
Buildings
and Cities



Smart Grids and Electric Storage

Smart substation with decentralised measurement and switching

The segment includes smart substations or technologies for automation of substations. This cluster also includes switching schemes for automated management of the loads, quality and voltage of the electricity in the regional grid.

INDUSTRY PLAYERS

Top 10 reference Companies

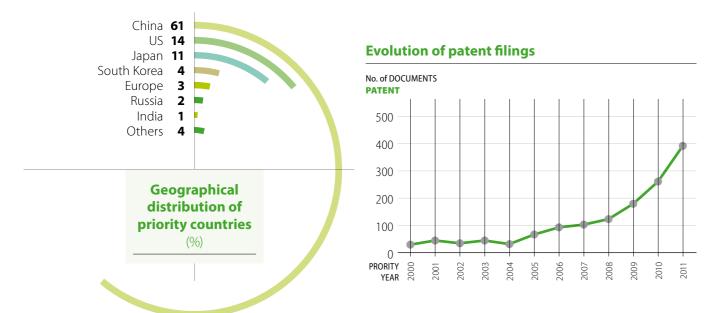
10 Schweitzer Engineering Lab

Inventive activity has been increasing very rapidly since 2007, much more rapidly than the average annual growth rate observed for the whole renewable energy sector. The segment includes the largest electric utility in China (State Grid Corp China). Industries included in the top 10 have been involved in acquisition or joint venture processes. ABB is listed as one of the top industrial players due to important collaborations and products on the market. State Grid Corporation of China, which holds the largest amount of patents, is the world's largest electricity utility. There are several partnerships in these segments: Schneider Electric has collaboration agreements with Alcatel-Lucent, Cisco and IBM; ABB has collaborations with Asian universities listed in the top academic players: Tianjin University and Chongging University.

% CAGR 2000-2011

op 10 reference Companies		SCORING		
#	ASSIGNEE	COUNTRY	IP	VALORISATION
1	ABB	Switzerland	**	***
2	General Electric	United States	*	**
3	Siemens	Germany	*	**
4	State Grid Corp China	China	**	*
5	Toshiba	Japan	*	**
6	Hitachi	Japan	*	*
7	Fuji Electric	Japan	*	**
8	Schneider Electric	France	*	**
9	Beijing Sifang Automation	China	*	*

United States



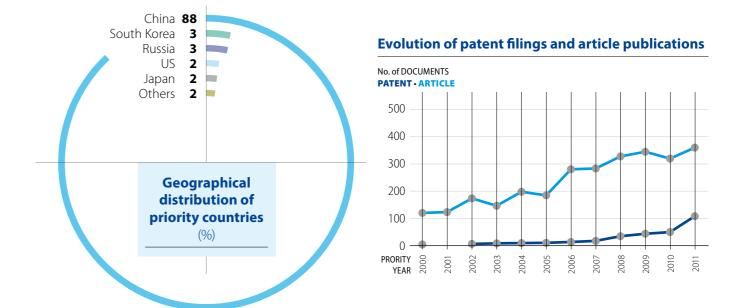
ACADEMIC PLAYERS

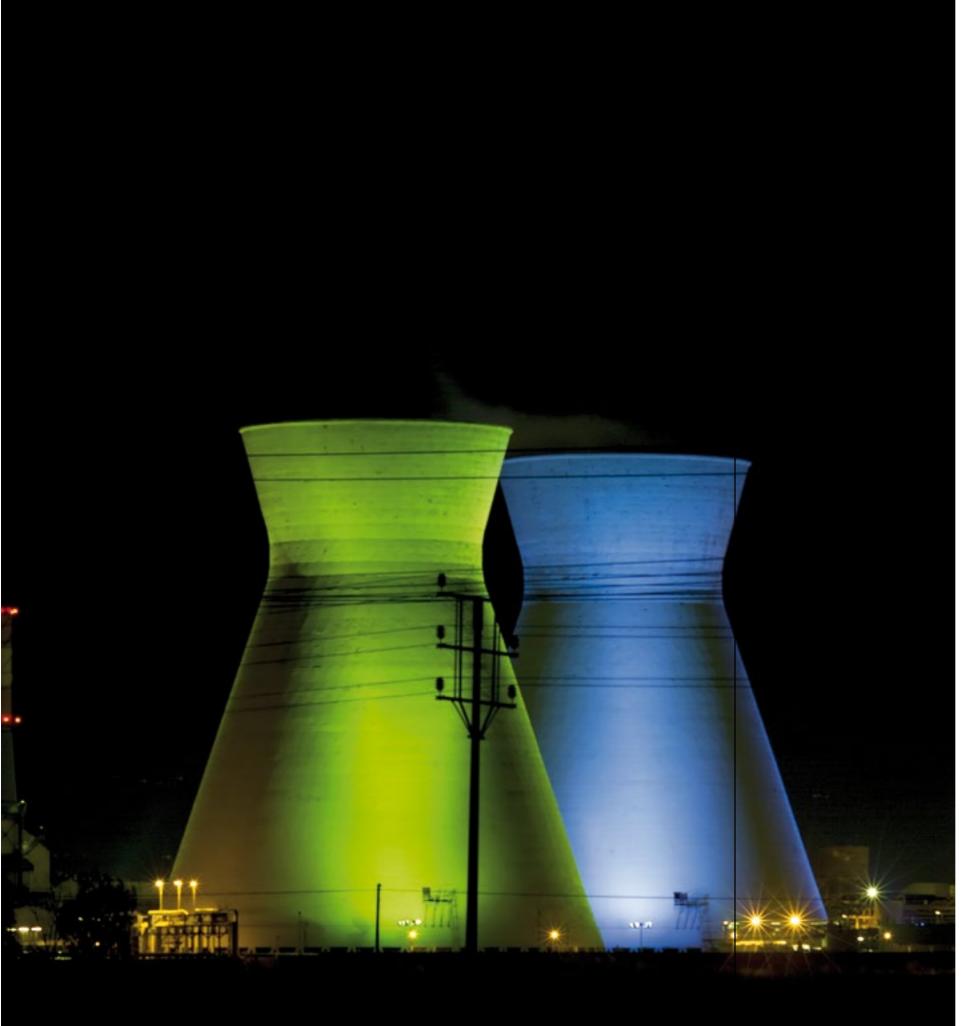
Patent Families

Academic players are mostly Asian but the University of California and CNRS are also part of the 10 most innovative academic players. Both players have fewer patents than the others but own many relevant publications. The top 10 academic players have several partnerships with industrial players in this segment, evidencing important research and product development activity.

% CAGR 2000-2011

Top	op 10 reference Research Institutions		SCORING		
#	ASSIGNEE	COUNTRY	IP	PUBLICATION	VALORISATION
1	CEPRI- China Electric Power Research Inst	China	**		*
2	Univ California	United States	*	**	
3	Chongqing University	China	**		*
4	CAS - Chinese Academy of Sciences	China		**	*
5	North China Electric Power University	China		**	
6	Shanghai Jiaotong Univeristy	China	**	*	
7	Korea Electro Technology Research Inst	South Korea		*	
8	CNRS	France		*	*
9	Tianjin University	China			*
10	Tsinghua University	China		**	





Renewable Energy Convergence



Clean Coal and Gas Technologies

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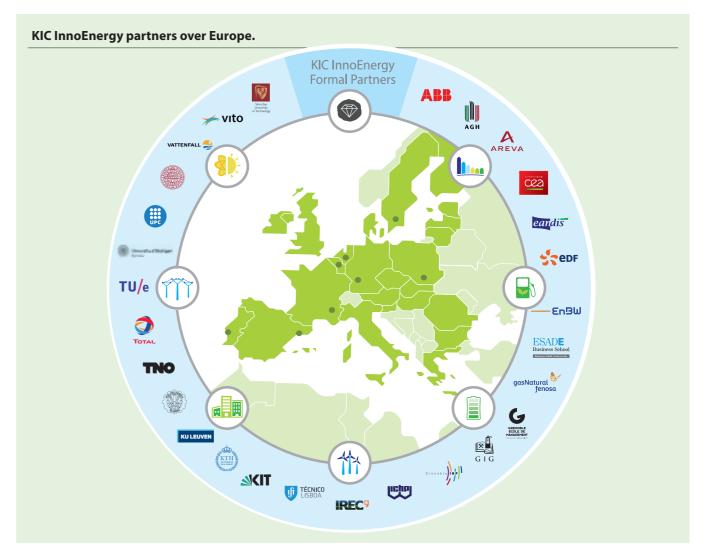
KIC InnoEnergy is committed to reducing costs in the energy value chain, increasing security and reducing CO_2 and other greenhouse gas emissions. To achieve this, the company focuses its activities around eight thematic fields:

- Electricity Storage
- Energy from Chemical Fuels
- Sustainable Nuclear and Renewable Energy Convergence
- Smart and Efficient Buildings and Cities
- Clean Coal Technologies
- Smart Electric Grid
- Renewable Energies, and
- Energy Efficiency

KIC InnoEnergy is funded by the EIT. The EIT is an independent body of the European Union that was established in March 2008. Its mission is to increase European sustainable growth and competitiveness by reinforcing the innovation capacity within the European Union.



For more information on KIC InnoEnergy please visit: www.kic-innoenergy.com



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For more information about this report please contact info@kic-innoenergy.com communication@questel.com

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