



THE ALCHEMY OF INNOVATION

From Spark to Structure

Catalysing Innovation: Infrastructure, Projects & People

Geert Palmers,
September 26th, 2025

Alchemy 1025





Alchemy 1025

In the Middle Ages, the dream was to turn lead into gold

Alchemy 2025





Alchemy 2025

*Innovation is today's alchemy: shaping life, not just making a living.
In a world marked by climate and geopolitical challenges, innovation
can open new paths forward.*

Agenda

- Testimonial of 4 cases
 - **3E** (www.3E.eu), spin-off of IMEC.and 3 spin-offs:
 - **Dnergy**
 - **XANT**
 - **Flidar**
- **Lessons learnt** of a **2,5 decades** journey with over **500** committed people.



Foundation 1999

What?

- **Expert services** for solar, wind and storage worldwide.
- **SynaptiQ**
Leadership SaaS platform for better performance, long-term profitability of renewable assets across its full lifecycle.
- > 20 000 sites – > 20 GW globally served.
- 200 FTE's, Brussels, Paris, Barcelona, Cape Town, Chennai, Raleigh. References in 40 countries.

Impact:

- **Bankable expertise globally**
- **4%** increase in revenue post-implementation of SynaptiQ, attributed to more accurate performance forecasting and optimized operations.
- **50%** cost savings primarily through improved fault detection, streamlined maintenance processes, and reduced downtime.

Portfolio PV assets: overview

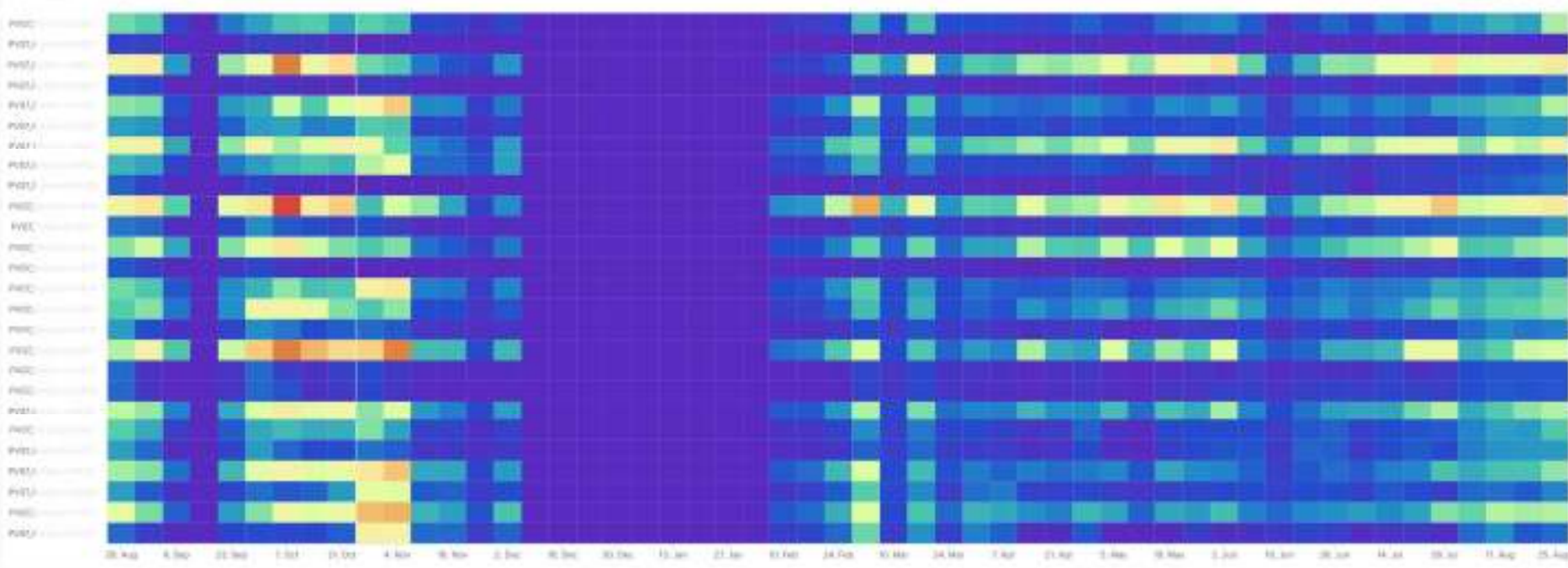


- All Data
- MS200
- MS300
- Container 1.1
- Container 1.2
- Container 1.3
- Container 1.4
- Container 2.1
- Container 2.2
- Container 2.3
- Container 2.4
- Container 3.1
- Container 3.2
- Container 3.3
- Container 3.4
- MSB00
- MSB01
- PV01
- PV02
- PV03
- PV04
- PV05
- PV06
- PV07
- PV08
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- PV10
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- PV100

Dashboard: Solar Analytics - 3.2. Rating (100%)

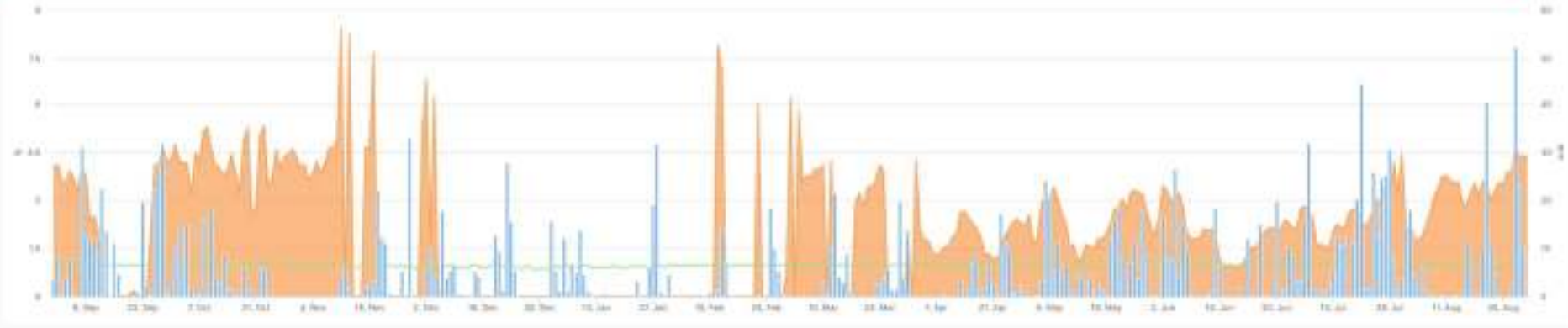
30-day weather rating heatmap

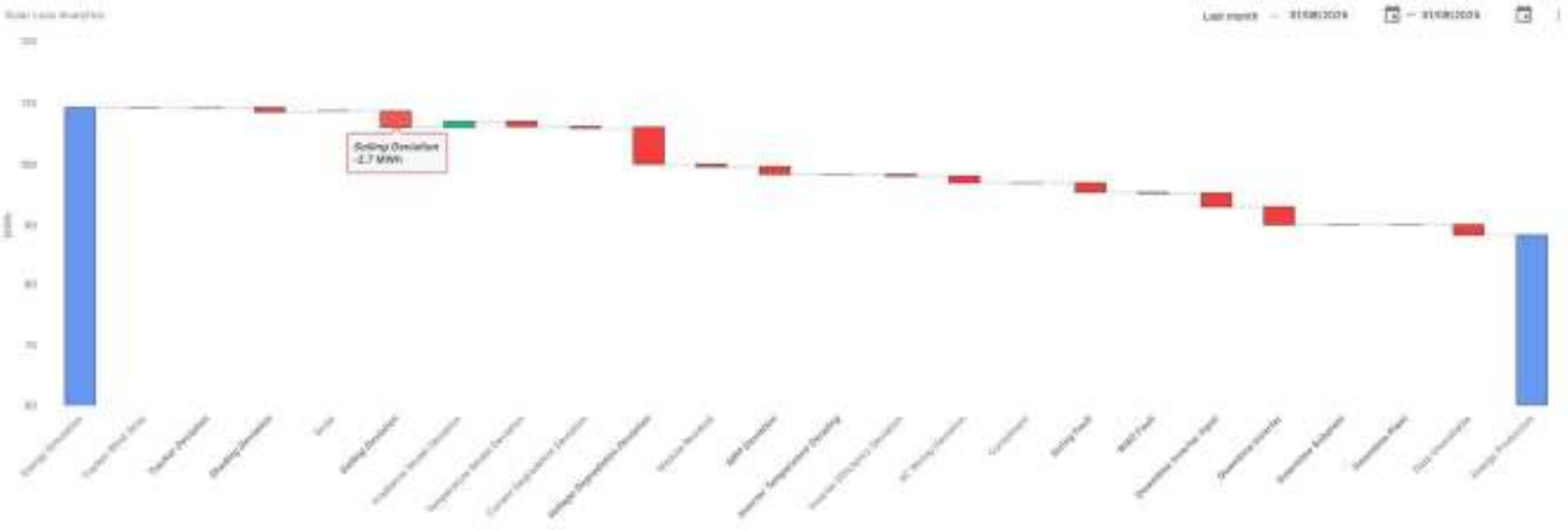
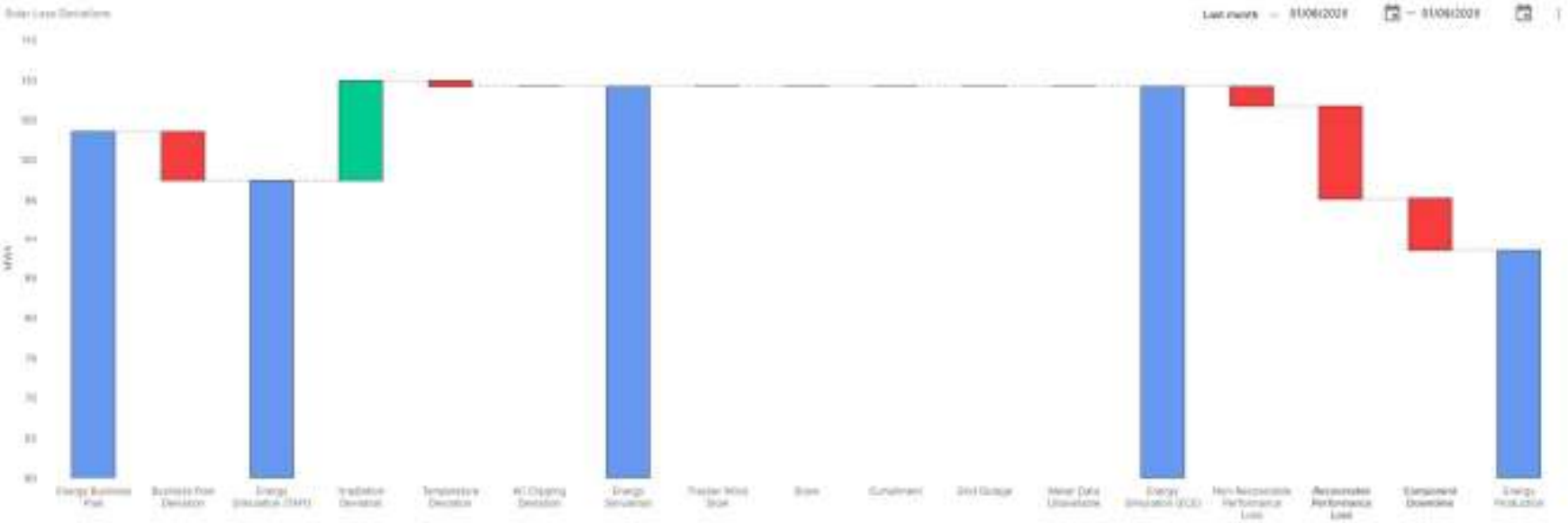
Last 12 months - 1 week



30-day weather rating - Precipitation

Last 12 months - 1 day





Sub Total Revenue

Last month: 1.4M

Revenue (€)

17,674.8€

Sub Total Quality Score

Last month: 1.4M

Current Data Quality Score

3 / 4

Improvements may be possible in your configuration

[Check Configuration](#)

Sub Total KPIs

Last month: 1.4M

Availability (%)

95.4%

Availability (Baseline) (%)



Foundation 2018, spin-off of 3E

What?

- Decarbonization of office buildings into operational reality
- Turning siloed data (BMS, metering and monitoring data) into insights, automating HVAC control, and delivering results through technology, action plan and services:

Impact:

- **20%** energy savings per building on average,
- Very attractive **financial returns**
- **Comfort** for building tenants

Overview Case 2 (11/2021 – 08/2024)

AUTOPILOT Active



Building data

Surface: 18.742 m²
Usage: offices
BMS: Johnson Control
HVAC systems: cold ceilings,
convectors, 5 AHUs



Financial KPIs

COST
(2022-2024)
72.417 €

SAVINGS
(2022-2024)
211.451 €

ROI
Time
<6 months

NET
Avg service charge
reduction per year
2,47 €



Energy KPIs

Avg AUTOPILOT
kWh reduction
18,4%

Other
contributions,
triggered by
dnergy's
analysis*
6%

CO2 footprint
reduction
17,1%

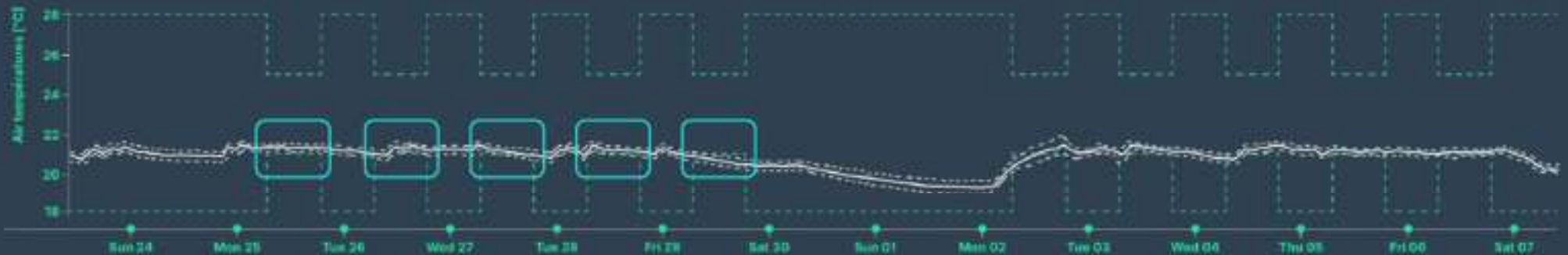
*dnergy's approach encompasses the implementation of good practices and the improvement of the usage of the existing technical equipment. AUTOPILOT is directly responsible for a part of the savings, which the implementation of our recommendations is responsible for another part.

With AUTOPILOT, The comfort-energy balance is optimal

AUTOPILOT
by denergy® 

Scenario 3 : neither too cold, nor too warm

- Optimal energy consumption
- No tenant complaints

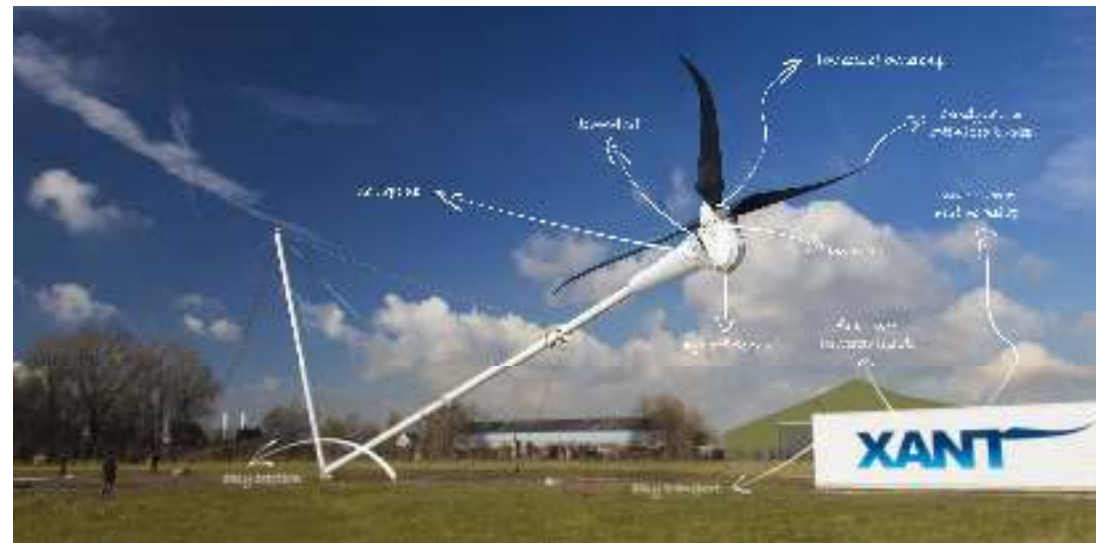


XANT



Foundation 2011, spin-off of 3E.

- **What?**
Mid-size wind turbines: **robust, portable** (fits in a 40-foot container), **erected without a crane**, integrated PV, batteries, control system.
- **Impact:**
“utility in a box” for rural communities



FLiDAR
POWERED BY WINDCLARE



Foundation 2011, spin-off of 3E.

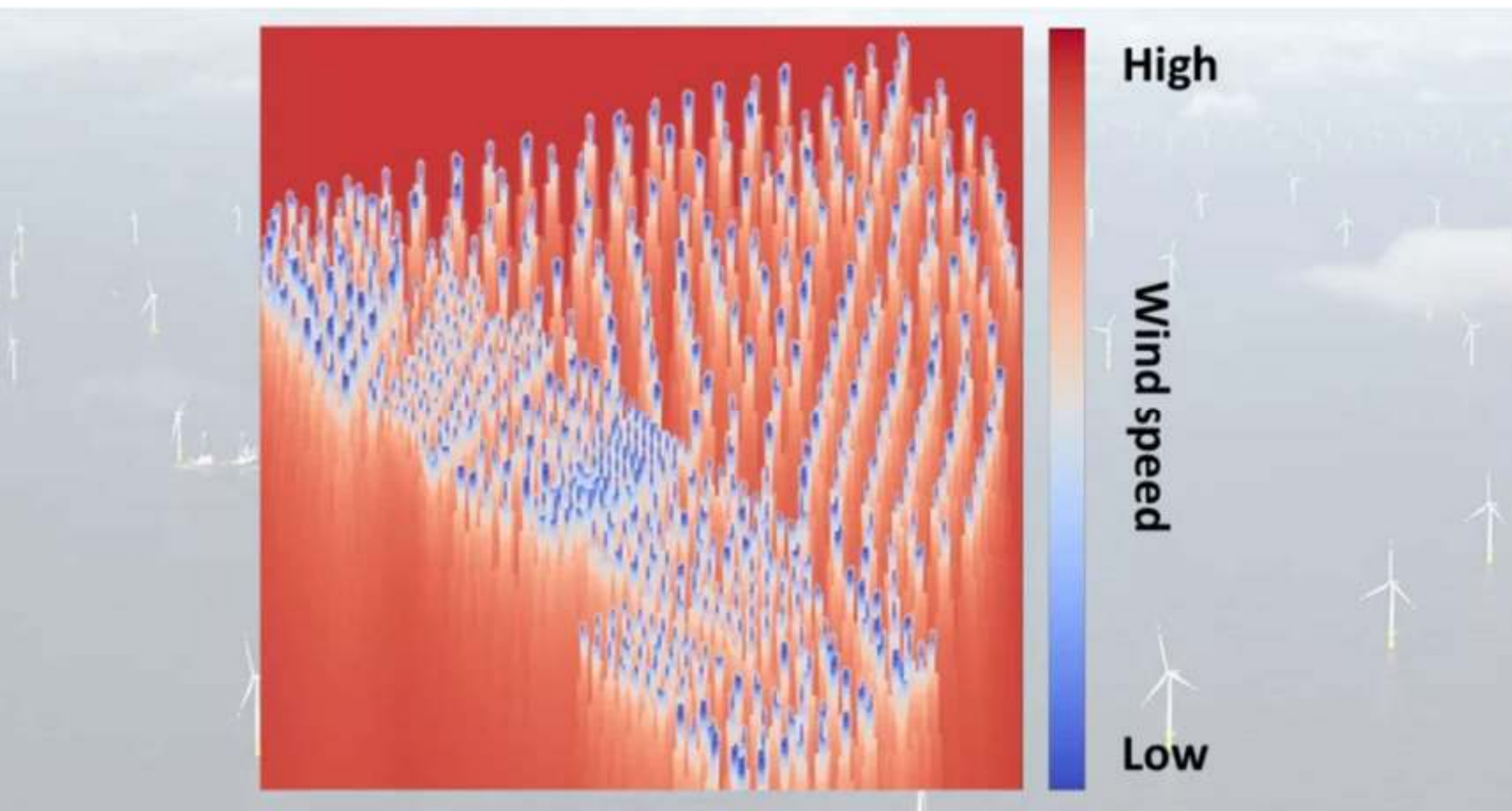
What?

- Cost-effective, accurate wind measurement solutions offshore using floating LiDAR technology.

Impact:

- **10 x** cheaper than fix mast offshore wind measurements
- **Affordable increased accuracy** of offshore wind characteristics before and during operations of offshore wind farms.







People & People (The Customers, The Team)



People (The customers)

- Value proposition is not just a novel solution but valued by customers.
- Customer is your partner:
 - involvement from day one: **embrace early movers**.
 - Secure “**lighthouse customers**” who validate credibility.
- Economics:
 - Understand your **unit economics** (how you make €1).
 - Be disciplined with **burn rate**: failure rarely occurs because of a lack of brilliance.
- Map
 - Value chain: suppliers, partners, distribution channels
 - Funding runway: grants, VC, corporate partnerships.



People & people (The Team)

- Innovation only happens when **different kinds of brilliance** meet in **mutual respect**.
- Diversity in **skills, gender, culture, and mindset** increases resilience and creativity. Accommodate non-conventional thinkers, who respect each other
Balance:
 - **visionaries** (big-picture thinkers),
 - **operators** (execution-focused),
 - **connectors** (network and sales-oriented).
- Uniformity is safe, but it kills innovation.
- Innovation dies if it stays only with technologists.
- Attract only people who have a **strong commitment to & drive for the mission**, who do not leave the kitchen when it gets hot in the kitchen.
- **Create a vivid culture of openness**, responsibility, creativity, learning from failure.
- Be disciplined in **culture nurturing**. A company is a living animal.

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Facts to Reflect



A photograph of the lower legs and feet of two children standing in a muddy area. The child on the left is wearing blue jeans and black rubber boots. The child on the right is wearing a pink puffer jacket, striped socks, and blue rubber boots. The background is blurred, showing green grass and a fence.

Facts to Reflect

60% of today's children will work in jobs that don't even exist yet.

Young firms— not established giants—are the main net creators of jobs in modern economies.

What better preparation for that uncertainty than entrepreneurship? It teaches you ***how to create rather than wait***, how to design rather than simply consume.

When you start something, you are ***not just building your own future—you are building livelihoods for others.***

