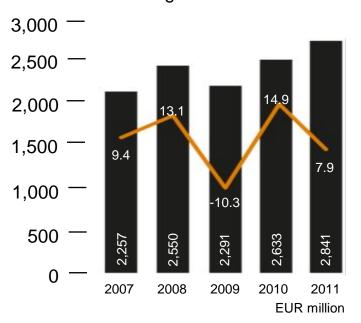




Key figures

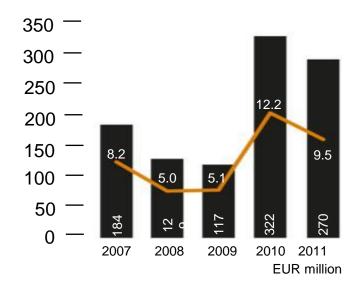
Net turnover

% of annual growth rate



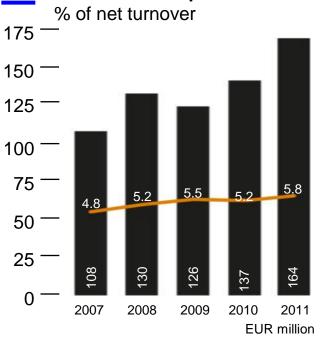
Profit before tax

% of annual net turnover

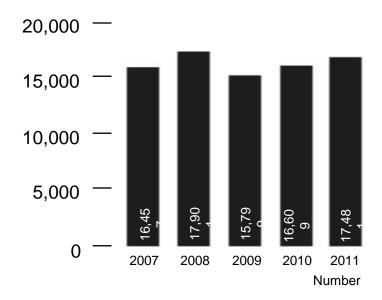


Key figures

Research and development costs



Number of employees



Winner of Danish Design Award 2012 in the category Industrial Design, Business-to-Business











Technology Competence Areas



Global Sales, Employees, Knowledge Employees, Knowledge Purchase

Denmark

Sales: 3%

Employees: 25%

R&D Employees: 60%

Knowledge Purchase & Collaboration: 50%

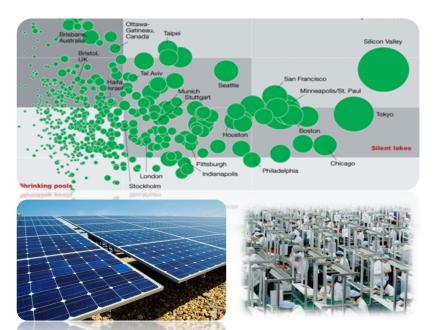
Global R&D Presence



Cooperation with Universities



Relocation/outsourcing of Production and R&D



- Industrial clusters ensure future innovation and growth
- Outsourcing of production and R&D is considered a problem for the future of countries within the western part of the world.

Game-changing process technologies can emerge even in mature sectors. Firms that dismiss this possibility may falter

Willy Shih and Gary Pisano (HBR, March 2012) on the pitfall for companies and nations of outsourcing the development and production of mature technology areas

Participation in Syndicates and research cooperation-

Creates competence clusters where major companies pave the way for minor companies



Examples of research cooperation:

- MADE
- EcoDesign
- MemBio
- iPower
- Radisurf
- Online, real-time sensors for parasite detection
- Major companies like Grundfos will always find the right universities in the global market
- Problem is that the knowledge environment which is the breeding ground for small and medium-sized enterprises, will disappear from Denmark.

Education and recruitment – an example



- Danish water research is praised as world class (quite fair)
- Grundfos' latest recruitment within water treatment were PhDs from Germany and Holland.
- Reason: Gap between Danish water research and the industrial solutions required in the rest of the world

Can universities and enterprises meet to solve the deciding challenges set by society, like clean water and CO2 reduction?

YES, IF

- recognizing the fact that the world is globalizing
- politicians, universities and enterprises within the field of research acknowledge the need for better corporation
- open innovation is recognized as the best way of corporation
- if activities are driven by real needs