



THE DANISH INDUSTRY FOUNDATION'S GRANT POLICY AND STRATEGY

A powerful business sector A powerful Denmark

DANISH INDUSTRY
FOUNDATION

The Danish Industry Foundation's mission is to promote the competitiveness of the Danish business sector.

Competitiveness as a concept should be interpreted broadly. The Foundation is particularly concerned with strengthening companies' ability to add value and create employment, thereby benefitting Denmark as a whole.

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A competitive business sector

The target group is all Danish companies. SMEs and entrepreneurs with the potential to create growth and jobs are an area of special interest. Common for all of the Danish Industry Foundation's activities is that we work to strengthen knowledge, competences and innovation in Danish businesses.

KNOWLEDGE

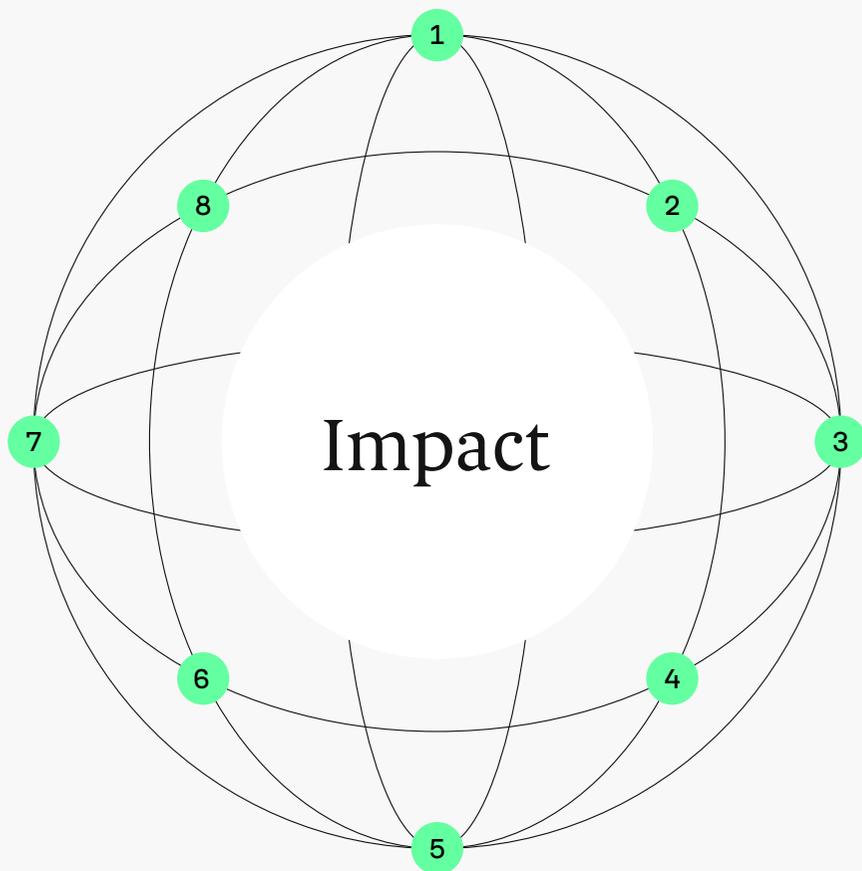
is a fundamental driver of growth. We are engaged in creating and enabling the application of new knowledge in the Danish business sector.

COMPETENCES

are a prerequisite for the creation and evolution of growth. We are engaged in ensuring that companies have access to employees, who are in possession of the necessary knowledge and competences to create growth in individual companies.

INNOVATION

compels us to rethink the status quo and allows access to new markets. We seek to strengthen SMEs and entrepreneurs' capacity to innovate.



GREATEST POSSIBLE IMPACT

The Danish Industry Foundation seeks to ensure that all our activities and project grants achieve the greatest possible impact. Therefore, we are guided by eight impact principles, which, when adhered to, ensure that the projects have maximum effect on Danish businesses' competitiveness. The principles serve as a guideline for our dialogue with new and existing initiatives. The Foundation's overarching and central principle is competitiveness. The other principles represent conditions that are essential in order to ensure our efforts create maximum impact.

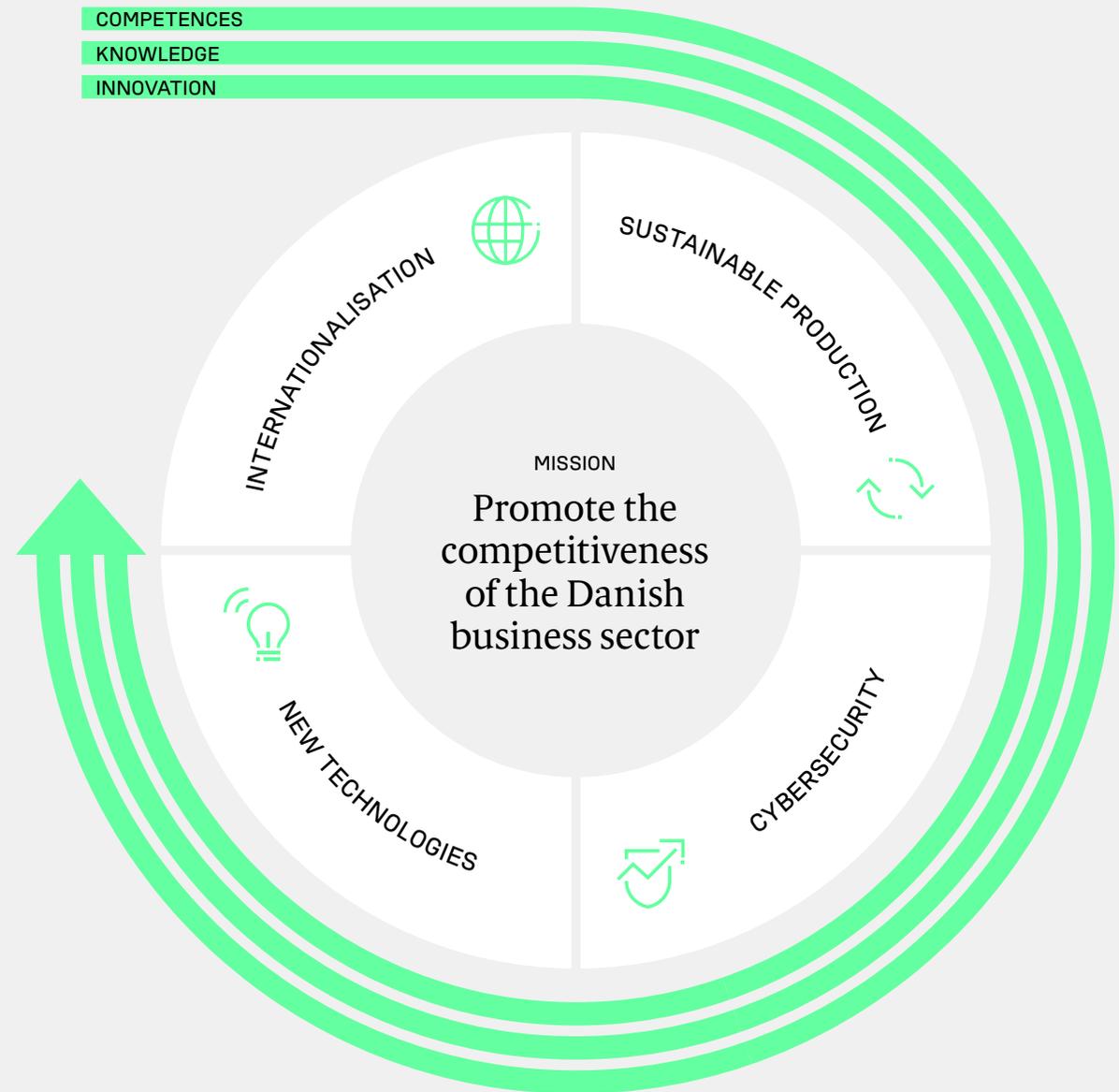
- 01** COMPETITIVENESS
Promote the competitive abilities of the Danish business sector for the benefit of Denmark by strengthening the country's knowledge, competences, and innovation capabilities.
- 02** CATALYSING
Co-create solutions and create synergies, dialogue, collaboration and partnerships across projects and actors. Create a sense of ownership and a fair, transparent, and trusting environment, where each other's knowledge, experience and competences are utilised.
- 03** DIVERSITY
Utilise all available talent. Create value by allowing for different views and ideas.
- 04** SUSTAINABLE
Address global challenges. Work to ensure that companies can realise the commercial potential in solutions that are sustainable in a financially, socially, ethically, environmentally, and climate-wise manner, and are in line with the UN's Sustainable Development Goals.
- 05** PROACTIVE
Understand and remain at the forefront of development. Maintain relevance through continuous adjustment. Be willing to take risks and take calculated risks.
- 06** AMBITIOUS
Set the bar high, think innovatively and globally. Exploit competitive advantages and find superior solutions that will benefit many.
- 07** COMPANY-RELEVANT
Understand companies' possibilities and challenges. Support companies in exploiting opportunities. Create company-level change. Address limitations and meet needs.
- 08** APPLY
Put results and knowledge to use in SMEs and entrepreneurs.

Thematic areas for competitiveness

The Danish Industry Foundation has identified four thematic areas, which we deem essential for the Danish business sector's competitiveness.

Danish companies shall be leaders in:

- Sustainable production whilst simultaneously creating growth.
- Working with cybersecurity from a commercial angle.
- Adopting new technologies.
- Possessing an international mindset that permeates all aspects of the business.





**SUSTAINABLE
PRODUCTION**



In regards to grant allocation, the Danish Industry Foundation has a particular focus on:



Creating and disseminating new knowledge, so that production companies can minimise their environmental and climate footprint as well as produce in a sustainable manner.



Securing the possession of necessary competences in order to accelerate a sustainable transition.



Strengthening innovation and entrepreneurship in order to benefit sustainable production.

Sustainable Production

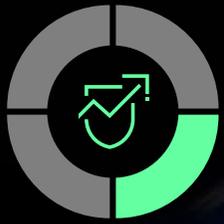
The Danish Industry Foundation's **vision** is that Denmark is home to the world's most sustainable production sector. The Danish Industry Foundation is a leading actor in realising this vision based on the Foundation's philanthropic activities. Our **mission** is to make sustainable production a competitive parameter for the Danish business sector.

Traditional industrial production methods emit toxic substances, greenhouse gases and waste. They also consume large quantities of energy and resources. This development needs to be reversed for the sake of the planet and that of humanity. In short, there is a need to act. Denmark's competitive edge and sustainability are closely related. Customers will increasingly expect requirements to be in place governing the climate and environmental impact that stems from products and production processes. Talent will seek out jobs in companies that are based on sustainable principles. Finally, companies that deliver solutions to the world's global climate and environmental challenges will look to enter large growth markets.

Denmark is a trailblazing country as regards clean energy and environmental technology, which also pays dividends in the

form of growth and jobs. Many Danish entrepreneurs deliver solutions for the transition to a more sustainable world. However, far too many companies in the production sector are not sufficiently sustainable when assessed on the basis of the company's environmental and climate impacts. A radical shift will be necessary to make their products, processes, and business models greener and more circular. Simultaneously, companies will need to be ready with documentation and data when customers, employees and government authorities demand actions and clear strategies for sustainability.

Should companies succeed in achieving a sustainable transition, they will, in return, create added value for customers, attract talent and reduce costs. This strengthens companies' competitiveness.



CYBERSECURITY



Cybersecurity

The Danish Industry Foundation's **vision** is that Danish companies are leaders in developing and utilising responsible and secure digital solutions. The Danish Industry Foundation is a leading actor in realising this vision based on the Foundation's philanthropic activities. Our **mission** is to make cybersecurity a competitive parameter for the Danish business sector.

In regards to grant allocation, the Danish Industry Foundation has a particular focus on:



Creating and disseminating knowledge about cybersecurity in Danish companies.



Increasing companies' access to competences within cybersecurity.

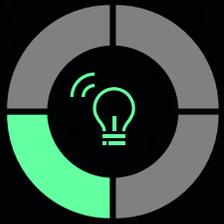


Strengthening innovation and entrepreneurship within cybersecurity.

More and more companies regardless of their size are being met with security and responsible data management requirements from their customers, suppliers, and business partners. If companies can show customers and consumers that they have cybersecurity under control both internally and in their products and services, they will be able to turn these requirements into a competitive advantage. Cybersecurity is not only a question of securing one's company against threats from IT criminals, it also encompasses possibilities for growth and new markets.

To gain a share of the growing market potential within cybersecurity, there is a need to strengthen the Danish cybersecurity industry and growth among cyber entrepreneurs.

Simultaneously, all Danish companies need to incorporate a high level of security and responsible data management into their products and services, thereby strengthening the company's competitiveness.



NEW
TECHNOLOGIES



New Technologies

In regards to grant allocation, the Danish Industry Foundation has a particular focus on:

The Danish Industry Foundation's **vision** for new technologies is that Danish companies are among the global leaders in terms of developing and utilising new technologies in an intelligent and responsible manner. The Danish Industry Foundation is a leading actor in realising this vision based on the Foundation's philanthropic activities. Our **mission** is to empower Danish companies in strengthening their business by putting advanced technologies to use.



Strengthening companies' knowledge in regards to areas where new technologies can be utilised and how their commercial potential can be realised.



Strengthening companies in their ability to innovate based on new technologies.



Securing the existence of world-leading tech ecosystems in Denmark.

From the printing press and the steam engine to smart phones and autonomous vehicles. History is filled with examples of technologies, that within a very short time frame, have radically altered life as we know it. In the coming decades, we as citizens, society, and companies, will stand at the threshold of greater technological changes than have previously been witnessed.

The changes will be most radical where new technologies meet global megatrends. For example, new fermentation technologies that can address food shortages and health challenges. It is new technologies, that will help us solve environmental and climate change. Experience tells us that once new technologies take hold; change occurs exponentially. Companies, which fail to take notice of these disruptions are literally at risk of being put out of business.

Unfortunately, many Danish companies are challenged by the adoption of new technologies, and not least by converting them into growth and value. This is applicable in the case of artificial intelligence, biotechnologies, new production technologies and much more. If Danish companies are to remain competitive, there is a persistent need to increase the extent of digitalisation and the application of technology in Danish companies.

Simultaneously, technology and responsibility need to go hand in hand. The Danish tradition of developing ethical and sustainable solutions is an asset in a world where, for example, digital technologies are increasingly subject to both misuse and growing scepticism. The responsible use of technology must, and shall continue, to be a Danish area of excellence.



INTER- NATIONALISATION



Internationalisation

The Danish Industry Foundation's **vision** is that Danish companies create value and increase their market share through international cooperation. The Danish Industry Foundation is a leading actor in realising this vision based on the Foundation's philanthropic activities. Our **mission** is to strengthen Danish companies' international profile and optimise their ability to seek out customers and partners globally.

As a small, open economy, Denmark and the Danish business sector have a global outlook in regards to business development and the cultivation of new markets. However, Denmark's market share of global markets is falling, while the competition in global markets is increasing. If we are to maintain and build upon our position in the spiralling global competition, we need to remain capable of revitalising ourselves and entering into global value chains and cooperative relationships.

Immense possibilities lie before us. New types of markets are emerging as a result of urbanisation, environmental and climate challenges, and demographic changes. These changes represent

considerable growth possibilities for Danish companies, who need to make a concerted effort to put their solutions to use globally. This will necessitate that Danish companies seek out international partners and orient themselves towards new geographic markets. It will also necessitate that companies work actively to attract talent, new knowledge, and technology from international knowledge environments. All of this will be necessary in order to realise the Danish business sector's full potential in the globalised world of the future.

In regards to grant allocation, the Danish Industry Foundation has a particular focus on:



Securing a dynamic exchange of knowledge and competences between the Danish business sector and international knowledge environments.



Strengthening Danish SME's and entrepreneurs' exports.



Ensuring that Danish companies put innovative solutions to use when solving global challenges.

The Danish Industry Foundation's value creation

The Danish Industry Foundation is a committed, philanthropic foundation. This means that we actively work to realise our mission of fostering the competitiveness of the Danish business sector. We assume leadership for major processes of social change that benefit both individual companies and the Danish business sector as a whole.

For each thematic area of competitiveness, we work to realise our vision by gathering relevant actors and giving them the possibility to co-create the change needed to ensure that Danish companies are global leaders in terms of sustainable production, cybersecurity, international outlook, and the ability to put new technologies to use.

As philanthropists, we are concerned with providing support where others do not and ensuring that the knowledge developed is freely accessible to all, thereby benefitting the greater good. We work proactively to disseminate the knowledge and results that arise from the projects we fund to our target audiences, so that positive changes can take place amongst the Danish business sector.

We set agendas. We work actively with communication to strengthen the Danish business sector competitiveness. We ensure that our target audiences learn about the knowledge and competences that have been developed and put them to use.

Our ambition is to strengthen our stakeholders and unleash the synergies that arise when we orient ourselves strategically in the same direction. As part of this, we also have a goal of transferring international knowledge to Denmark.

The financial grant allocation framework for the Danish Industry Foundation is determined annually by the board, who makes decisions about which projects and programmes are granted funding. In addition, the board also oversees that the work is organised, led, and executed responsibly in accordance with the requisite laws and the Foundation's charter.

We are an open organisation that seeks out inspiration and ideas from diverse sources. We engage in dialogue with applicants and collaborate with them to develop the best possible project. Sometimes, ideas for good projects come from outside. In some instances, we take the initiative to assemble actors to realise a project. We are always focused on contributing with insights and experiences, so that we create the best possible project.



Evaluation

In the Danish Industry Foundation, we employ evaluations as a tool to strengthen the fulfilment of targets and impact. The Foundation's guiding impact principles function as a natural evaluation framework both before, during and after an activity has received funding.

We place weight on conducting evaluations based on a learning perspective. A precondition for being able to share knowledge is having a good sense of what works and what does not. This necessitates that the assembled actors generate insights into results and causal relationships during the project's lifespan.

All grant recipients must devise an evaluation strategy in which they describe how they will document and navigate the project's short and long-term effects. Grant recipients have access to a number of tools to assist them in devising an evaluation strategy. Similarly, the Foundation also works with professional evaluators that can assist grant recipients with their evaluations.

Evaluations and the fulfilment of targets are also a method with which to follow up on progress being made in regards to finances, milestones and deliveries. Doing so ensures that an activity continues to remain relevant for the target group as the world evolves.

Communication

We work to ensure that the projects are focused on communicating their results and learnings. This includes ensuring that the knowledge and tools the project generates are disseminated and utilised by the Danish business sector.

Regardless of whether the project's hypothesis is proven to be true or not, it is expected that the projects maintain a constant focus on creatively communicating and disseminating their results.

The knowledge resulting from our projects can only be of value if it is disseminated correctly to relevant recipients of relevant channels. Therefore, we impose significant requirements on both our own communication and that of the individual project's.

All grant recipients need to deliver a detailed communication plan, including key messages. We are engaged and provide sparring and advice on communication plans.



1898

The Danish Industry Foundation has been at the centre of trade promotion and thereby a strengthening of competitiveness for over 100 years. As the pace of industrialisation accelerated and became more commonplace around 1900, one of the biggest barriers to growth and progress was the ability to acquire capital to construct buildings and production facilities. Therefore, businesspersons established a credit association for industrial property in 1898. Doing so made it possible to take out property mortgages and finance operational costs, thus providing much-needed finance to Danish businesses (and industry in particular).

In 2009, the Foundation re-structured and took the name Industriens Fond. It was also decided to focus solely on philanthropic work by supporting projects and activities to promote the competitiveness of the Danish business sector.

The Danish Industry Foundation's annual grant allocations are DKK 250 million. With liquid assets in the range of DKK 5.5 billion, the Foundation is the largest private business promotion actor, in addition to the public business promotion landscape. With this as our point of departure, we look forward towards 2030, where our focus on sustainable production, cybersecurity, internationalisation, and utilisation of new technologies will assist in maintaining Denmark's position as one of the world's most competitive nations.

2030

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