



ANNUAL REPORT 2015

TECHNOLOGICAL STAKE
ON THE FUTURE

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FOREWORD

THE INNOVATION MASTERPLAN GIVES US GUIDANCE AND INSPIRATION

To remain successful, in spite of or thanks to rapid technological, economic and social changes, companies need to continually reinvent themselves. As the collective centre for the technology industry, Sirris has been helping companies big and small for over six decades to make the right technological choices for sustainable growth.

Technology has come on leaps and bounds in that time, but our ambitions have remained the same: to address the challenges posed by innovation with our multidisciplinary expertise, state-of-the-art infrastructure and extensive network of partners.

SHAPING INNOVATION TOGETHER

In 2015, besides 216 collective research projects, we implemented a total of 1,972 individual industrial projects for 1,500 different companies. And those companies clearly appreciate our approach. With scores of 92.6% for cooperation and 94.1% for laboratory facilities, satisfaction with our services is at an all-time high.

STEADY REVENUE AND SOLID RESERVES

The individual service we offer to businesses has also allowed us to maintain steady revenue at a time when government grants for collective research projects are being squeezed. We've even managed to build up

reserves for future investments in technology and expertise. Just as well, since our relevance to the industry depends entirely on our having state-of-the-art know-how and infrastructure.

Over the past five years, we've spent a total of €11 million on keeping our facilities up-to-date. In 2015, this included a raft of new technologies at our site in the Liège Science Park – which, incidentally, celebrated its 20th birthday last year. The Zwijnaarde site also received an infrastructure upgrade with two additional furnaces.

MAINTAINING THE INVESTMENT MOMENTUM

Behind the scenes, we were also preparing a number of innovations for 2016, including our brand-new facility at the UGent campus in Kortrijk, which will focus on research into flexible automation of assembly.

In all, we plan to invest €3 million in our facilities in 2016. The new spray cabin with demonstration robot for testing functional coatings and laser equipment for precision manufacturing have been available for use by customers at our Diepenbeek labs since spring of this year.

GREEN LIGHT FOR DATA INNOVATION AND ADDITIVE MANUFACTURING

Last year also saw us take a number of strategic decisions. We embarked, for example, on a fully-fledged data-innovation programme, following a period of exploration.

We also gave the go-ahead to an ambitious five-year plan for additive manufacturing (AM). With AM now on the verge of an industrial breakthrough, Sirris wants to further enhance the reliability and accuracy of this technology through research and to offer manufacturing firms the best possible support to implement AM in their production processes.

INNOVATION MASTERPLAN AS FRAMEWORK

The Innovation Masterplan gives us guidance and inspiration in all these choices. Co-developed with our technology federation Agoria based on trend studies and a broad-based survey of the sector, the plan takes into account the major technological, economic and social trends of our time and offers companies a firm footing for developing a vision and defining priorities and action plans.

The Innovation Masterplan has met with an enthusiastic reception from industry, who see it as 'their' canvas for developing into 'businesses of the future', making 'products of the future' in 'factories of the future'. At Sirris, we also use the Masterplan as a framework for further developing our services.

CROSS-DISCIPLINARY COLLABORATION

From 2016, our development will focus on three up-and-coming areas: digital servitisation, smart products and digitising manufacturing. These are all cross-cutting topics demanding expertise in a range of technologies as well as other non-technological fields: legal, social, security and IT, among others.

To surround ourselves with the best experts in all these domains, we continue to leverage partnerships with Agoria, universities and many other players in the world of innovation. For one thing is certain: to achieve real innovations, we need to combine our strengths.



Herman Derache
General Manager Sirris



ABOUT SIRRIS

Collective research centre Sirris has been helping companies develop, test and deploy technological innovations for more than 60 years. We give them access to our multidisciplinary expertise, extensive network of partners and high-tech equipment. Our mission? To sustainably enhance the competitiveness of our companies through technological innovation.

AN ORGANISATION WITH MEMBERS

Both small and large businesses can contact Sirris for answers to specific technological issues or customised overall support. Our portfolio includes more than 5,000 customers. Over half of these are members of our organisation. Three-quarters of Sirris members are SMEs.

MULTIDISCIPLINARY EXPERTISE

Sirris's 160 employees – experts, engineers, scientists and technicians – combine their expertise in various technological domains to offer companies practical answers to their specific technological or operational questions. Or they support customers throughout an innovation process: from innovative idea to prototypes and pilot tests to final implementation. In so doing, they always take the customer's objectives, market and technology as their starting point.





ANTWERP



GHENT



BRUSSELS



KORTRIJK



CHARLEROI



LEUVEN

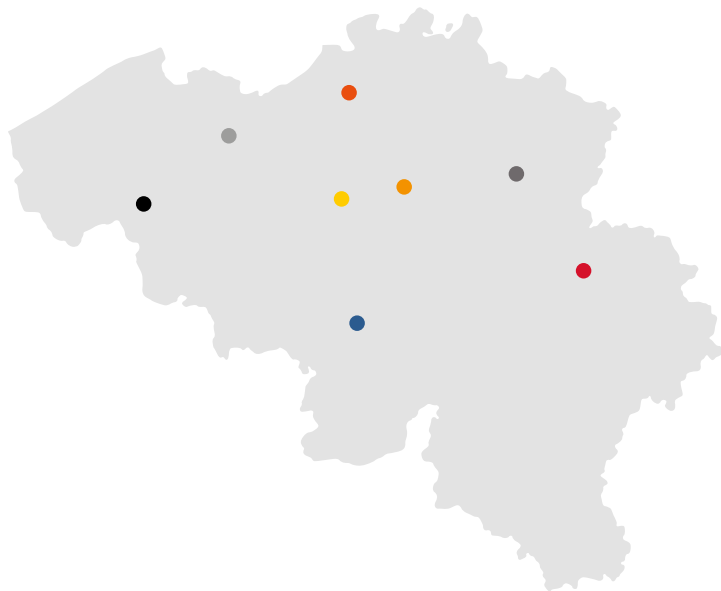


HASSELT



LIÈGE

8 SITES



HIGH-TECH INFRASTRUCTURE

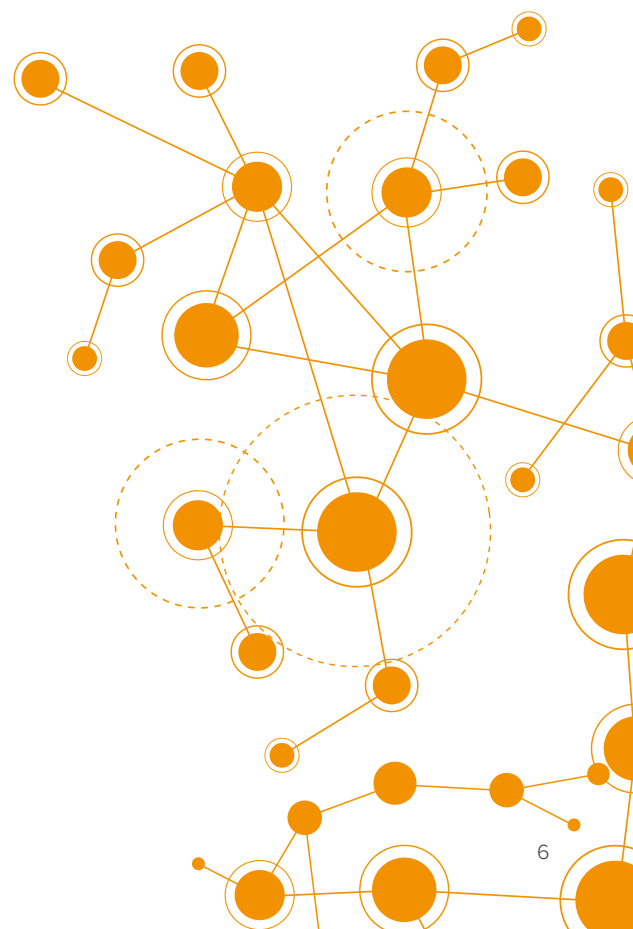
At our eight regional sites – in Antwerp, Ghent, Brussels, Charleroi, Leuven, Hasselt, Liège and Kortrijk – we offer companies access to high-tech infrastructure and Application Labs specialising in up-and-coming areas such as composites, coatings, microfabrication, precision, flexible automation, etc.

EXTENSIVE NETWORK

We have a wide network of universities, research centres, companies, associations and institutions, both in Belgium and across Europe. We exchange staff, knowledge and methods with all these partners. Through collective research projects we seek solutions to a range of technological challenges.

COLLECTIVE RESEARCH CENTRE

The outcome of an innovation process is owned by the customer, but the knowledge acquired remains available within the research centre. As a non-profit organisation, this allows us to help other companies and Belgian industry as a whole to move forward.



SIRRIS 2015

KEY FIGURES



1972

industrial projects



216

collective
research projects



1.500

companies, of which
75% are SMEs



8

hightech
research infrastructures



140

technological experts

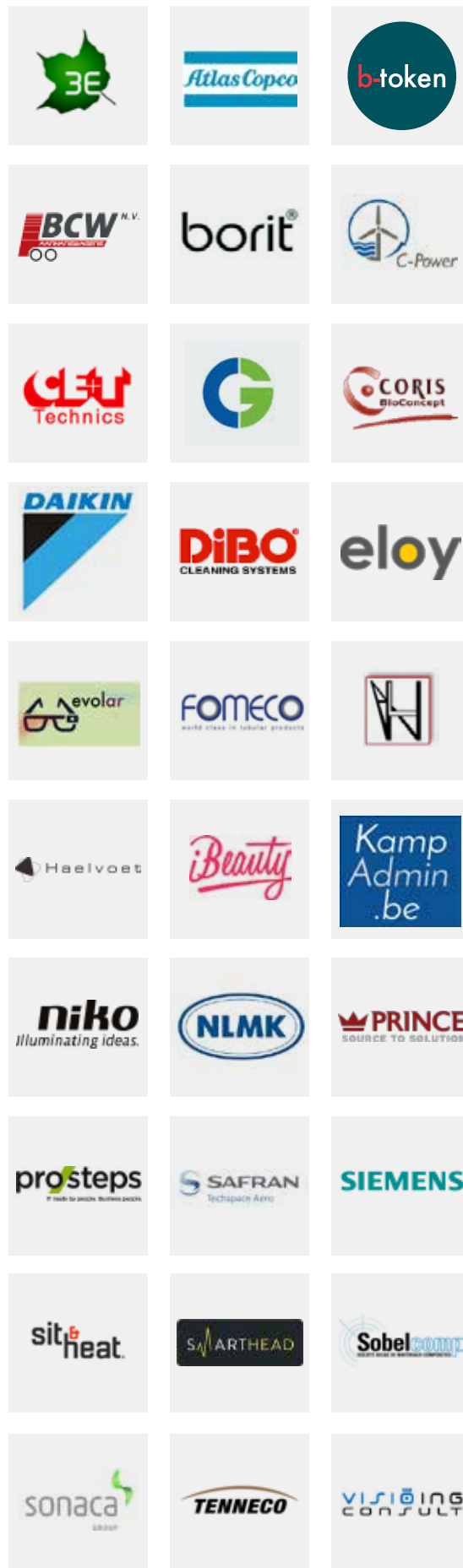


24M

revenue

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RESOUNDING ENDORSEMENTS



CUSTOMER SATISFACTION AT AN ALL-TIME HIGH

In 2015, we implemented a total of 1,972 individual industrial projects for 1,500 different companies. Because we are committed to improving the quality of our services still further, we have been gauging customer satisfaction since 2003.

The 2015 surveys once again found clear appreciation for our approach among companies. With a score of 92.6% for general satisfaction with the cooperation and 94.1% for our test laboratories, satisfaction rates were at an all-time high.

These results place us at the top for customer satisfaction.

OUR MULTIDISCIPLINARY EXPERTISE AT WORK

Companies that are keen to innovate can count on Sirris to provide know-how from top experts, state-of-the-art infrastructure and a broad network of partners within five technological domains: Advanced Manufacturing, Software & ICT, Mechatronics, Materials and Sustainability.

SOFTWARE & ICT

Data Innovation
Cloudcomputing/SaaS
Engineering & go-to-market
of software products



ADVANCED MANUFACTURING

Smart & Digital Factory
Precision Manufacturing
Additive Manufacturing
Factory of the Future



SUSTAINABILITY

Sustainable material management
Windenergy



MATERIALS

Foundry of the Future
Composites
Miniaturisation & Plastronics
Plastics Engineering
Smart Coating



MECHATRONICS

Mechatronics 4.0





Since 2014, Sirris has been helping **Safran Aero Boosters** to introduce an additive manufacturing process for its turbojet engine blades. (...)



Sirris is contributing to **Sonaca**'s Fasama project, which aims to produce optimised metal parts for aircraft in a single process. (...)



During the 'Design for Additive Manufacturing' masterclass, **Atlas Copco** worked with Sirris on an innovative, simplified compressor component that is ideally suited to 3D printing. (...)



Sirris developed a 3D-printing solution to optimise the assembly process at **Borit**, a Geel-based specialist in high-precision hydroforming. (...)



Evolar, which develops wearable and hands-free solutions for logistics applications, teamed up with Sirris to find an ergonomic way to make smart glasses more comfortable to wear. (...)



Switch manufacturer **Niko** is replacing the traditional hardening process for precision components with laser hardening. This delivers enhanced quality and cuts lead times by 90%. (...)



Thanks to targeted innovations within Sirris and Agoria's Made Different programme, shock absorber manufacturer **Tenneco** Sint-Truiden is once again playing a leading role in its international group. (...)



Limburg-based **Herlou** Group asked Sirris for help developing a viable concept and prototype for an innovative lifting tool for PVC window profiles. (...)



Steel producer **NLMK Clabecq** embarked on an analytical journey with Sirris with the aim of developing highly professional customer service for the milling sector. (...)



In collaboration with Sirris, **Fomeco** investigated whether a lightweight robot (LWR) could accurately mark pipes within a facility where various pipe processing operations take place. (...)



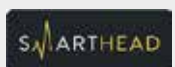
Rapid growth was stretching token manufacturer **b-token** to its limits, in terms of both capacity and lead times. The company joined forces with Sirris to help it step up a gear. (...)



After expanding its product range, **DiBO** – which designs and manufactures high-pressure cleaners – worked with Sirris to find a way of optimising its lead time. (...)



Sirris and **Haelvoet**, a bed manufacturer for the health and care sector, developed a prototype for a smart bed, involving sensors, a central processing unit and a software application. This will allow healthcare professionals to better monitor their patients and automate their workflow.. (...)



Smarthead Innovations is developing a digital drumhead to digitalise the tuning and playing of acoustic drums. Working with Sirris, the developer examined the technological feasibility of a solution involving printed sensor technology. (...)



A collaboration between Sirris and **3E** in the context of an industrial PhD project, results in new advanced modeling and simulation methodologies for predictive analytics applications. (...)



iBeauty, a start-up with an online CRM platform for beauty salons and hairdressers, was the 40th company to take part in the Sirris Startathlon, resulting in a hugely successful growth strategy. (...)



Leuven-based start-up **KampAdmin** attended a two-day bootcamp organised by Sirris, gaining valuable insights into how it could further enhance the user experience of its online software package. (...)



Prosteps, based in Antwerp, is looking to expand internationally with a brand-new SaaS offering. To realise this ambition, it worked with Sirris to set up the ideal advisory board. (...)



Sirris designed an extremely precise mould to manufacture the fluidic chip for **Coris BioConcept's** new diagnostic platform. (...)



Made of composite material, providing a lightweight solution for transport and handling to complement the range of concrete tanks for domestic wastewater treatment plants – the tanks developed by **Eloy Water, Sobelcomp** and Sirris offer benefits in terms of weight, storage and ease of handling. (...)



Quality control of parts is changing thanks to a universal and automatic control system developed by **Visio Ing Consult** and Sirris. (...)



CE+T Power, Sirris and the University of Liège (ULg) won the Little Box Challenge organised by Google and the IEEE by producing an inverter one-tenth the size of current models. (...)



Sit&Heat asked Sirris to develop a heated stadium seat. Below is an explanation of how the co-injection moulding of thermoplastic materials will keep supporters warm. (...)



Prince replaced heavy metals in some enamel coatings with environmentally friendly alternatives thanks to an R&D project with Sirris and other partners. (...)



CG Power Systems tested new prototypes for its wind turbine transformers in the climate chamber at Sirris's OWI Lab. (...)



On behalf of **C-Power**, the operator of Belgium's first offshore wind farm, Sirris's OWI Lab and Vrije Universiteit Brussel (VUB) are investigating the ageing process in turbine foundations by capturing data on various external influences affecting these structures. (...)



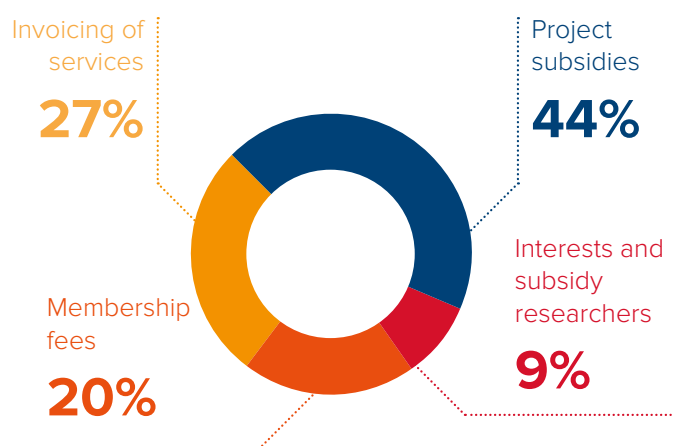
TU Delft's wind energy research group tested its new de-icing technique for wind turbines in the climate chamber of Sirris's OWI Lab. (...)



On behalf of **Siemens Wind Power**, experts from Sirris's OWI Lab performed an on-site validation test for a new de-icing system in wind turbine blades. (...)

FINANCES

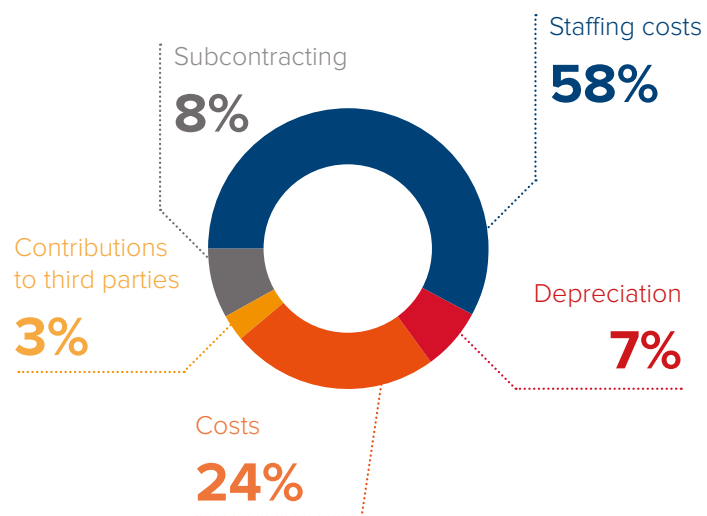
#BREAKDOWN OF INCOME (OPERATING PROFIT)



	% 2015	euro 2015	% 2014	euro 2014
Project subsidies	44%	10.591.759,89	46%	11.497.248,58
Invoicing of services	27%	6.609.327,50	28%	6.995.890,39
Membership fees	20%	4.741.177,09	18%	4.535.780,17
Interests and subsidy researchers	9%	2.097.871,11	8%	2.069.201,45

Total INCOME	100%	€ 24.040.135,59	100%	€ 25.098.120,59
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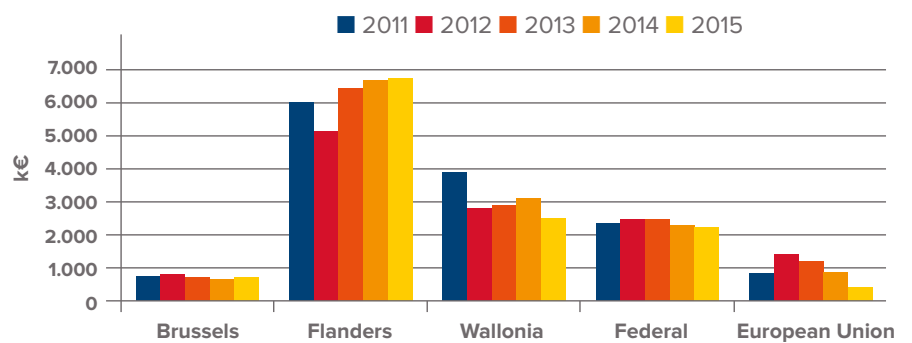
#COST BREAKDOWN (OPERATING PROFIT)



	% 2015	euro 2015	% 2014	euro 2014
Staffing costs	58%	€ 13.899.538,35	57%	€ 14.009.532,08
Costs	24%	€ 5.624.467,90	22%	€ 5.443.978,31
Subcontracting	8%	€ 1.809.790,67	9%	€ 2.110.507,91
Depreciation	7%	€ 1.636.055,62	9%	€ 2.001.765,95
Contributions to third parties	3%	€ 799.909,97	3%	€ 822.770,10
Total COST	100%	€ 23.769.762,51	100%	€ 24.388.554,35

#BREAKDOWN OF SUBSIDIES

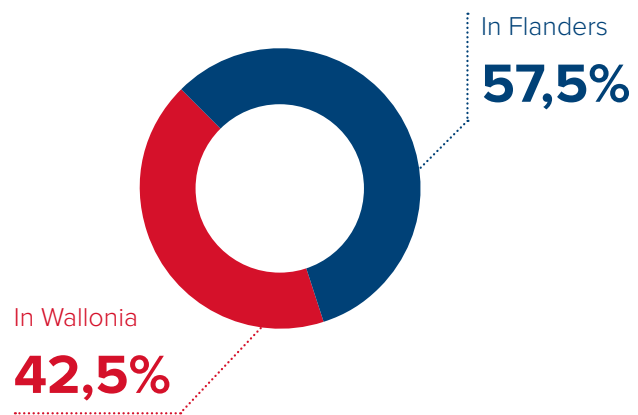
SUBSIDIES IN INCOME PER GOVERNMENT



In k EUR

Source of subsidies / government / year	2011	2012	2013	2014	2015
Brussels	756,80	782,25	684,31	652,33	699,76
Brussels	6.013,27	5.143,32	6.434,85	6.678,34	6.737,55
Wallonia	3.874,76	2.794,14	2.874,55	3.098,56	2.526,00
Federal	2.310,46	2.446,49	2.458,10	2.286,54	2.239,20
European Union	841,07	1.380,04	1.195,31	813,64	398,72
	11.903,27	10.586,91	11.528,69	13.529,41	12.601,23

#INVESTMENTS LAST 5 YEARS



	euro 2015	%
in Flanders	€ 6.481.056	57,5%
in Wallonia	€ 4.781.914	42,5%
Total	€ 11.262.970	100,0%

REPRESENTATIVES

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Electronical Manager, R-Tech SA, Liège

Marnix Botte

Senior Director Transformation Programs, Nokia, Antwerp

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Director Technology and Innovation, Barco NV, Kortrijk

Thierry Castagne

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Dominique Du Tré

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Wim Godefroid

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Goedele Heylen

Manager Planning & Data, Niko NV, Sint-Niklaas

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SVP Manufacturing Excellence, Bekaert, Zwevegem

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An Van de Vel

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Agoria, Brussels

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Brussels – Belgian General Federation of
Labour (MWB-FGTB/ABVV), Beez, Namur

Marc Lenders
Political Secretary, Metalworkers Wallonia
Brussels (MWB), Brussels

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CHRISTIAN TRADE UNIONS (CSC/ACV)**

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Chairman, ACV-CSC-Metea (trade union
for metal and textile workers), Brussels

Bart De Wit
Study and Training Service, Socio-
Economic ACVCSC-Metea, Brussels

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BY THE INDUSTRY**

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Professor at l'ULB/VUB, Brussels

Robert Charlier
Professor at Ulg, Liège

Patrick De Baets
Professor at UGent, Gent

Laurent Francis
Professor at UCL, Louvain-la-Neuve

Hendrik Van Brussels
Professor at KU Leuven, Heverlee,
Leuven

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THE PUBLIC AUTHORIT**

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Collective Research and Knowledge
Diffusion Director, IWT, Brussels

Hugues Dumont
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Self-employed and Energy, Brussels

Leo Van de Loock
Cooperations & Policies Director, IWT,
Brussels

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Inspector General, Ministry of the Walloon
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Director-General, Innoviris, Brussels

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Director Technology & Operations
Director Sirris Wallonia

Jeroen Deleu

Director Strategy & Corporate
Development
Director Sirris Brussels

Patrick Denville

Finance Director

Herman Derache

General manager
Director Sirris Flanders

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