

# Danfoss at a glance

ENGINEERING  
TOMORROW



## Key facts

Sales bn DKK      Sales bn EUR  
**39.2**      **5.3**

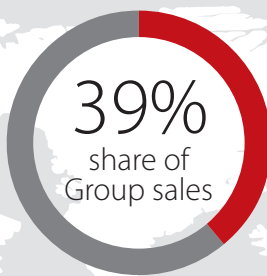
Local currency growth      EBIT margin  
**6%**      **10.9%**

Employees worldwide  
**25,300**

## Regions

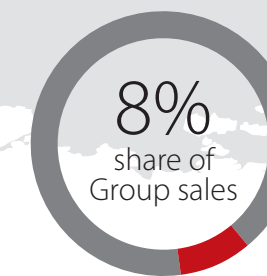
### Western Europe

**21** factories  
Sales companies in **17** countries  
**9,858** employees



### Eastern Europe

**15** factories  
Sales companies in **12** countries  
**4,426** employees



### North America

**14** factories  
Sales companies in **2** countries  
**3,675** employees



### Asia-Pacific

**15** factories  
Sales companies in **11** countries  
**5,809** employees



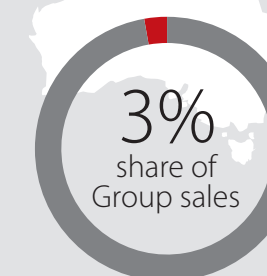
### Latin America

**3** factories  
Sales companies in **5** countries  
**1,281** employees



### Africa-Middle East

**1** factory  
Sales companies in **3** countries  
**243** employees



## Core & Clear journey

Since the beginning of the Core & Clear journey, the foundation of the core businesses has continuously been strengthened, and today we are in a robust financial position to accelerate sustainable profitable growth, driven by the digital transformation.

### 2010 Get the Basics Right

**Get the Basics Right** provides a strong and scalable foundation for all activities in Danfoss. Focus is on what we call our engine room, e.g. high quality, on-time deliveries, less complexity, improved customer focus, optimized procurement, improved and more fine-tuned processes everywhere in the organization.

### 2014 Get Going

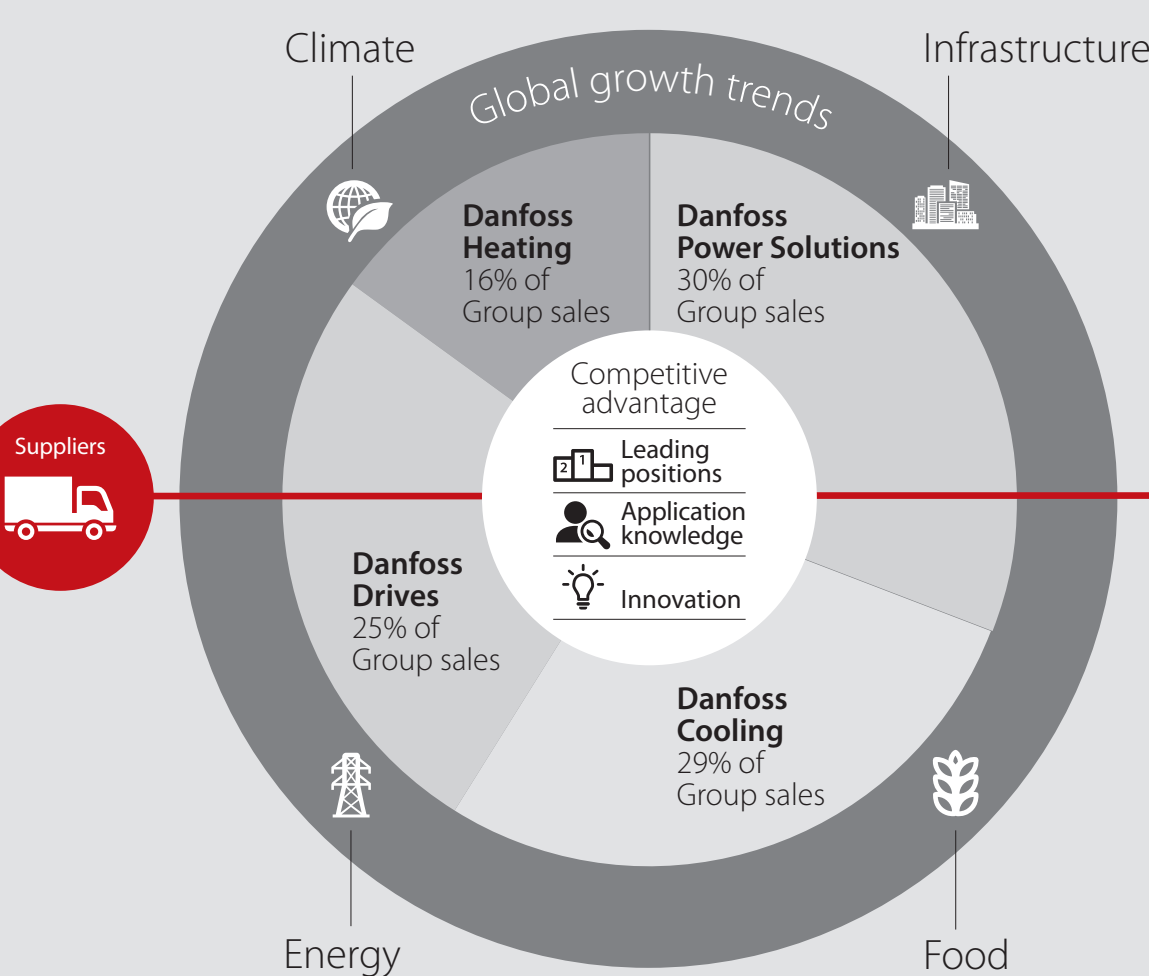
**Get Going** has a strong focus on accelerating profitable growth by taking market share; what we call building a powerful global sales engine, including having leading business positions, a strong brand, an innovation pipeline with growth impact, and investing in the best opportunities for growth.

### 2016 Digital Transformation

**The digital transformation** focuses on four key priorities that hold the biggest potential for increased customer value: We deliver a best-in-industry digital customer experience; We take the lead on connected products and services; We take advantage of new digital technologies to speed up innovation; We have one common IT architecture with fast implementation of our new common Enterprise Resource Planning (ERP/SAP) system. Accordingly, the digital transformation reflects that we are strongly positioned to take advantage of the growth potential held by a digital future.

## Our business model

The Danfoss business model drives competitive advantage and sustainable, long-term value creation. The model creates a foundation for our four business segments to take advantage of the global growth opportunities.



## Global growth opportunities

Our business model capitalizes on our four growth themes: infrastructure, food, energy, and climate. These global trends drive the future growth opportunities for Danfoss and represent areas, where we contribute to a sustainable global development.

