

Modern Slavery Act Statement 2020

– Including California Transparency in Supply Chains Act

ENGINEERING
TOMORROW

Danfoss

Danfoss Modern Slavery Act statement

- including California Transparency in Supply Chains Act

This document forms Danfoss' Modern Slavery Act Statement 2020.

The statement has been issued to live up to the requirements in section 54 of the UK Modern Slavery Act as well as the California Transparency in Supply Chains Act. The document covers the calendar year of 2020 and has been approved by Danfoss' Board of Directors.

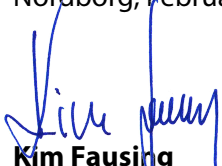
Background

The International Labor Organization (ILO), estimates that 25 million people live and work under conditions, which can be characterized as modern slavery. Modern slavery is an umbrella term that covers forced labor, human trafficking, work performed involuntarily or under any threat of penalty. Examples of forced labor are the retention of identity papers or recruitment fees, which hold workers in debt bondage, or work done under the menace of penalty. Exploitative practices, such as excessive working hours for minimal pay, sometimes paid with a heavy delay, are often not defined as forced labor as such, but can lead to forced labor. In cases where Danfoss discovers such practices at a supplier, this is addressed as well.

It is important to Danfoss that results are generated in an ethical manner. Our company name must always be associated with respect for human rights, proper working conditions and social and environmental considerations. This statement provides an overview of Danfoss' policies, guidelines and processes related to eliminating the practices of modern slavery.



Nordborg, February 4th, 2021



Kim Fausing
President & CEO

About Danfoss

Danfoss was founded in 1933 by Mads Clausen. Today, the company is still family-owned via the Bitten and Mads Clausen's Foundation and it holds market-leading positions, employs nearly 28,000 people, and serves customers in more than 100 countries.

Danfoss engineers the advanced technologies that help to ensure the supply of fresh food and optimal comfort in homes and offices, while meeting the need for energy-efficient infrastructure, connected systems and integrated renewable energy. The company's solutions are used in areas such as refrigeration, air conditioning, heating, motor control and mobile machinery. Danfoss is part of the metal-machining industry and the electronics industry; many of the products are electrical or electromechanical products.

The Group consists, from January 1st, 2021, of three business segments: Danfoss Power Solutions, Danfoss Climate Solutions, and Danfoss Drives. Our customers are mainly original equipment manufacturers (OEMs), distributors and contractors, but also installers and end-users for a few products.

A full list of all the entities in the Danfoss Group covered by this statement can be found on pages 10-11.

Corporate governance

Legislation provides the overall framework for the Group's governance, but corporate governance determines how the business is managed within this framework. The Group structure supports management values and determines a clear distribution of management responsibilities. These well-defined principles drive the interaction between the Group's management, the owners, and other stakeholders. The Group's Articles of Association and a comprehensive set of internal management and control procedures also form part of corporate governance within Danfoss.

Danfoss has a two-tier management system consisting of the Board of Directors and the Group Executive Team, including the CEO and CFO. The Board of Directors sets the general direction for the company by approving strategies and targets, and the Group Executive Team develops and executes the strategy and handles the day-to-day management.

Further details about the company's governance structure, risk management and organizational structure are available in the Annual Report, the Statutory Report and on the company's website <http://www.danfoss.com>.

Our Commitment and policies

Danfoss is committed to respecting the internationally recognized human rights and core labor standards; and since 2002, we have been a member of the UN Global Compact.

Danfoss has an overall policy on business conduct as well as company guidelines on specific areas.

Danfoss' Ethics Handbook stipulates internal rules and requirements regarding ethics, human rights (including labor rights), anti-corruption, etc. The Ethics Handbook is distributed to all employees and is supported by compliance manuals and online training programs, e.g. within ethics, anti-corruption, and data privacy. The Ethics Handbook addresses among other things modern slavery issues and salient human rights.

Danfoss has a Code of Conduct for suppliers (CoC), which reflects modern slavery regulations in the following way:

*"Danfoss does not permit forced **or** involuntary labor, which includes slavery, human trafficking or any other forms of involuntary work. Danfoss' suppliers must not use or benefit from forced labor at the supplier. This includes forced prison work, work on a forced contract, slavery and other forms of work, which are done against one's will or choice.*

"The supplier or any entity supplying labor to the supplier must not charge fees for recruiting personnel or withhold any part of any salary, benefit, property or document in order to force personnel to continue working for the company. All personnel must have the right to leave the workplace after completing the standard workday and be free to terminate their employment with reasonable notice."

Due diligence

Danfoss is committed to complying with the UN Guiding Principles for Human Rights, which entails that we must carry out a human rights due diligence process where potential human rights impacts are identified, assessed, prioritized and mitigated. We consider "modern slavery" and forced labor to be part of the human rights due diligence process.

Danfoss' human rights due diligence process is based on a regional, risk-based approach with the aim of building local capacity to handle human rights issues in the different regions where we operate. Key functions in each region are appointed by regional top management, which also approves the local action plans at the end of each regional project. Hereby, implementation is facilitated and ownership at local level is established. Regions at most risk of negative impacts on human rights have been prioritized first.

In each regional project, an assessment of legislation and actual practices in the individual countries form the basis for identifying, assessing, prioritizing, and mitigating potential impacts on human rights. While the initial analysis of potential areas for action plans is carried out centrally, the regional human rights project teams assess, prioritize, and draw up action plans for mitigating potential negative impacts on human rights locally. Regular follow-up meetings ensure progress on action plans.

So far, the following Danfoss regions have been covered: Eastern Europe (Poland, Slovakia and Romania), China/APAC (China and Korea), India, Russia, Latin America (Brazil and Mexico) and Turkey/Middle East/Africa (Turkey, Arab Emirates and South Africa).



Danfoss' due diligence process follows the cycle outlined above. This is based on the due diligence measures outlined by OECD. Learnings from each of the regional rollouts are implemented in the policies and processes.

Human Rights issues are often complex and need to be translated into a business context. To gain a deeper understanding of the issues most relevant to Danfoss, our due diligence process initially focused on our own factories. Based on the learnings from the process so far, outsourced facility-management services like e.g., cleaning, catering and construction have been included in the due diligence process since 2018.

Danfoss is an active member of a Nordic Business & Human Rights Network where companies get insights into the ongoing development of the human rights agenda. Here, companies share their experiences and are challenged on policies, processes, and methods for embedding human rights considerations in business. The network is chaired by the Danish Institute of Human Rights.

Companies are expected to report the human rights that are most salient to them; meaning which human rights could be most severely impacted by the operations of the company. An overview of the most salient human rights relevant to Danfoss can be found [here](#).

Forced labor is one of Danfoss' salient human rights, meaning it is one of the areas where we must pay special attention to avoid negative impacts.

Human rights benchmark

In 2020, the Danish Institute of Human Rights (DIHR) has conducted an analysis of how 20 Danish companies live up to the UN Guiding Principles (UNGPs). DIHR has used the framework, "The Corporate Human Rights Benchmark", where 'policy commitment', 'human rights due diligence' and 'grievance mechanisms' are measured. The overall result of the analysis is that there is still a way to go before Danish companies can be said to fully live up to the UNGPs. In total, it was possible to gain 26 points, and Danfoss scored 15.5 and ranked number 4. The two companies that came out as numbers 1 and 2, scored 16.5 points. The full benchmark can be read [here](#).

An area where Danfoss has room for improvement in the human rights benchmark, is 'grievance mechanism'. We use our Ethics Hotline as our human rights grievance mechanism, and 2021, we will evaluate our process against the UN Guiding Principles and make the necessary changes.

Responsible supplier management (direct suppliers)

Danfoss has more than 3,400 suppliers of direct materials (materials used in products) and 10,000 suppliers of services and indirect materials (e.g. cleaning and catering). Danfoss has a number of processes which support responsible sourcing, especially for suppliers of direct materials ('direct suppliers').

In general, all new suppliers must sign Danfoss' CoC and furthermore, direct suppliers are subject to different processes, depending on country risk and spend. To prioritize, the highest priority is given to suppliers in geographical areas which pose the greatest risk of non-compliance. All new direct suppliers in high-risk countries are subject to internal audits and self-assessment questionnaires prior to having external audits. This is a precondition for being approved as a new supplier at Danfoss Sourcing Committee.

The main scope of our responsible supplier management are Tier 1 suppliers, but if there is a suspicion of malpractice by Tier 2 suppliers, these are included in the third-party audits.

All audits are announced with an audit window of 1-2 weeks to ensure that management representatives are present and available during the audit.

Danfoss has conducted external audits in 2020, but fewer than normal. Instead, we have worked extensively with remote audits and on creating a framework for online and digital supplier qualification going forward. Remote audits provide us with important information and can be used to a certain extent, but they can't fully replace physical audits.

Internal accountability

Danfoss has internal processes in place to ensure that in cases where a supplier fails to meet the requirements of our CoC, remediation will take place. Danfoss will help suppliers to get in line with the requirements.

Actual findings from supplier audits relating to labor rights and human rights

Audits (direct suppliers)

In 2020, Danfoss experienced one incident where a potential supplier retained employees' personal documents, three incidents where a supplier did not meet the requirement to pay at least the minimum wage and three incidents where a supplier had issues with excessive working days. All issues were found in high-risk countries. Retention of personal papers is a very critical issue because the employee's freedom of movement is restricted. A follow-up audit has verified that the issue has been remedied.

Not meeting the standards for minimum wages is critical because minimum wages might not always be sufficient to live on. Audits by two of the suppliers have confirmed that the wage issue has been remedied, while the third has agreed to immediate remediation. A follow-up audit will take place early 2021.

Excessive working days (not having one day off in seven workdays for a long period of time) is an issue which is serious, but also difficult to solve. Having time off is a basic human right; it is also important for health & safety as well as for quality reasons and therefore it is a priority for Danfoss. Two of the three suppliers have remedied the issue of excessive working days, while the third has agreed to remedy the issue and a follow-up audit will take place in 2021.

Risk identification and risk assessment of forced labor - beyond suppliers of materials for products

At Danfoss, risk management is a continuous process of risk identification, risk assessment, risk treatment and risk monitoring. Supply chain issues are covered by our risk management process, but mainly for the supply of materials for products.

When assessing the risk of modern slavery and forced labor, the risk picture is somewhat different from general country risks and is more complex. For example, a country like the UK is generally considered to be a low-risk country in terms of general human rights violations, but when it comes to forced-labor issues, the risk is higher than the overall country risk, because UK is a destination country for forced labor.

Research on modern slavery shows that some of the categories in indirect supply are more exposed to forced labor than suppliers of direct materials, because these are sectors with many low- or unskilled workers and relatively low wages. Sectors, which have these challenges, are cleaning, catering, construction, clothing, transport and recruitment. In the following, these branches are called "high-risk sectors".

Suppliers of indirect materials and services must sign Danfoss' Code of Conduct, but they are not regularly presented with new updates of our Code of Conduct and they are not subject to third-party audits either.

We chose to strengthen the process for the high-risk sectors in 2020, and these indirect suppliers with a spend of more than 150,000 EUR have been asked to accept our newest Code of Conduct, which specifically addresses modern slavery and forced-labor issues.

The plan for 2020 was to carry out forced-labor audits in some of the high-risk sectors, but this has been postponed to 2021 because of Covid-19. Instead, we have strengthened our risk assessment of modern slavery in our supply chain so that we will have a better picture of the current risks at some of the suppliers most at risk of forced-labor practices.

Our research into modern slavery has been aligned with our third-party auditing partner, who has provided us with in-depth knowledge of sector-specific risks relating to modern slavery practices in specific countries. This information will be cross-referenced with spend analyses and relevant suppliers will be selected for specific forced-labor self-assessments. This will take place in Q1 2021. The results hereof will give us more insight into the risk picture and underpin the selection of suppliers for specific forced-labor audits.

Meaningful activities

Companies are required to establish meaningful activities that will contribute to eliminating all forms of modern slavery and which will lead to improvements in this area.

In 2020, our efforts to combat modern slavery practices focused on:

- Further risk assessment of modern slavery; prevalence, sectors
- Strengthening the process for avoiding forced labor by indirect suppliers in high-risk sectors
- Preparing forced-labor self-assessment questionnaires
- Understanding the Modern Slavery Act regulations in various countries

The results of our work



What we said (for 2020)	What we did	What we plan for 2021
Testing our new process to avoid forced labor in connection with construction of a new Danfoss site.	The construction project has not been initiated, therefore the process could not be tested.	Evaluate the implementation of our grievance mechanism according to UN Guiding Principles.
Creating an internal campaign focusing on forced-labor issues at indirect suppliers in each of the six high-risk sectors, including carrying out some audits.	Instead of creating a campaign, which would prepare for forced-labor audits, we strengthened the process for high-risk sectors of indirect suppliers.	Distribute self-assessment questionnaires to selected suppliers and evaluate results. Select suppliers and carry out forced labor audits (SMETA audits).
Establishing a process to avoid forced-labor issues for temporary workers hired by external recruitment agencies.	Consultations with regional HR management in Mexico, Brazil, India and Russia on recruitment of temporary workers revealed that hiring of temp workers in our own operations is not a high-risk issue in these countries, either because labor laws are very strict (Mexico, Brazil and India) or because all temps are hired directly by local HR (Russia).	Evaluate where process to avoid forced labor in recruitment of temporary workers are relevant and implement accordingly.

Conflict minerals handling

Danfoss supports the efforts of governments and organizations to end violence and atrocities in conflict-affected areas. Danfoss is therefore committed to sourcing its materials and components from companies that also share our values regarding human rights, ethics, and environmental responsibility.

We have established internal processes to determine whether our products are conflict-free to ensure that our procurement of materials and components does not contribute to human rights violations in conflict areas.

We identify potential sourcing risks affecting our products and proactively require all minerals in our supply chain to be conflict-free. We exercise due diligence regarding the origin and chain-of-custody of the 3TGs (tin, tungsten, tantalum, and gold) contained in products in our supply chain that we manufacture or contract to manufacture.

We furthermore encourage our suppliers to responsibly source 3TGs through smelters and refiners that have been verified as DRC conflict-free through the Responsible Minerals Assurance Process (RMAP), formerly the Conflict-Free Smelter Program (CFSP), or a similar framework.

Finally, we support and adhere to national and international standards and guidelines for responsible supply chains of 3TG minerals, such as the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas.

Verification

We have engaged Assent Compliance to perform due diligence and verify compliance on this issue.

Certification

At present, Danfoss has not implemented a process for certification of compliance with the California Transparency in Supply Chains Act. Recently, Danfoss has been asked by one of our US customers to complete a "Slavery & Trafficking Risk Template" and we will use learnings from this when establishing a process to avoid forced labor for employees hired by external recruitment agencies.

Effectiveness review

Danfoss is considering the implementation of performance indicators to measure against when doing effectiveness reviews. So far, Danfoss has not carried out an effectiveness review of the company's approaches to minimizing or eliminating modern slavery practices throughout our business activities, but we have given attention to carrying out 'meaningful activities'.

Training

All new suppliers are introduced to Danfoss Code of Conduct and UN Global Compact.

Danfoss' Code of Conduct Competence Center conducts basic training for employees who deal with suppliers to ensure that they are familiar with Danfoss' Code of Conduct and the roles and responsibilities within this area. The training consists of multiple modules, primarily on Skype or face-to-face training.

In 2020, all Danfoss' Supplier Development Managers (procurement managers, who are responsible for supplier relations) have been trained in the prevention of modern slavery: the regulations, requirements and how to identify practices of modern slavery.

Access to remedy

It is an integral part of a human rights due diligence process that rightsholders have access to remedy; examples of rightsholders are employees, communities and our supply chain. Given the nature of our company, our production processes, and the scope of our due diligence process, the primary rightsholders, who are impacted, are our employees – including employees in outsourced functions.

Danfoss uses its Ethics Hotline as a grievance mechanism. The Ethics Hotline is available for our business partners and employees and enables them to anonymously report any concern they may have regarding internal standards, legislation, ethical behavior and human rights. In the Ethics Hotline setup, reports are investigated, and for substantiated allegations, remedy actions are taken.

List of Group companies

As per December 31, 2020

The companies are owned 100% by Danfoss unless otherwise stated after the company name

Danfoss A/S, Nordborg, Denmark (Parent Company)

- Subsidiary
- Associate or joint venture

EUROPE

Austria

- Danfoss Gesellschaft m.b.H.

Belgium

- Danfoss N.V./S.A.
- Danfoss Power Solutions BVBA
- Hydro-Gear Europe BVBA

Bulgaria

- Danfoss EOOD

Croatia

- Danfoss d.o.o.

Czech Republic

- Danfoss s.r.o.
- Danfoss Power Solutions II s.r.o.

Denmark

- BetterHome ApS – 33%
- Danfoss Compressors Holding A/S
- Danfoss Distribution Services A/S
- Danfoss Fire Safety A/S
- Danfoss International A/S
- Danfoss IXA A/S – 73%
- Danfoss Power Electronics A/S
- Danfoss Power Solutions ApS
- Danfoss Power Solutions Holding II ApS
- Danfoss Redan A/S
- Gemina Termix Production A/S
- Issab Holding ApS
- Sondex A/S
- Sondex Holding A/S
- Danfoss Power Solutions II Technology A/S
- Danfoss Distribution II A/S

Estonia

- Danfoss AS

Finland

- Danfoss Power Solutions Oy Ab
- Oy Danfoss Ab
- Leanheat Oy
- Sondex Tapiro Oy Ab
- Vacon Oy
- Danfoss Editron Oy

France

- Danfoss Commercial Compressors S.A.
- Danfoss Power Solutions S.A.S.
- Danfoss Power Solutions II S.A.S.
- Danfoss S.a.r.l.

Germany

- Danfoss Esslingen GmbH
- Danfoss GmbH
- Danfoss Power Solutions GmbH & Co. OHG
- Danfoss Power Solutions Holding GmbH
- Danfoss Power Solutions Informatic GmbH
- Danfoss Power Solutions Parchim GmbH
- Danfoss Power Solutions II GmbH
- Danfoss Sensors GmbH
- Danfoss Silicon Power GmbH
- Danfoss Werk Offenbach GmbH
- hp-TECHNIK GmbH Industriepumpen, Förderaggregate und Anlagenbau – 12%
- SMA Solar Technology AG -20%
- Sondex Deutschland GmbH

Great Britain

- Artemis Intelligent Power Ltd. – 75%
- Conduit Ventures IIA – 18%
- Danfoss Limited
- Danfoss Power Solutions Ltd.
- Danfoss Power Solutions II Ltd.
- Danfoss Scotland Limited
- Nanotron Technologies Limited – 12%
- Senstronics Holding Ltd. – 50% (joint venture)
- Senstronics Limited
- Sondex (UK) Limited – in liquidation

Hungary

- Danfoss Kft.

Iceland

- Danfoss hf.

Italy

- Danfoss Power Solutions S.r.l.
- Danfoss S.r.l.
- Danfoss Distribution Services S.r.l.

Kazakhstan

- Danfoss LLP

Latvia

- Danfoss SIA

Lithuania

- Danfoss UAB

The Netherlands

- Advitronic Engineering B.V.
- Danfoss B.V.
- Danfoss Power Solutions B.V.
- Danfoss Power Solutions II B.V.
- Sondex B.V.
- Sondex Holding Netherlands B.V.
- Danfoss Editron B.V.

Norway

- Danfoss AS
- Danfoss Power Solutions AS

Poland

- Danfoss Poland Sp. z o.o.
- Danfoss Power Solutions Sp. z o.o.
- Danfoss Saginomiya Sp. z o.o. – 50% (joint venture)
- Elektronika S.A. – 50% (joint venture)
- Sondex Braze Sp. z o.o.
- Sondex Poland Sp. z o.o.
- Sondex Polska Sp. z o.o.
- Sondex Sp. z o.o.

Romania

- Danfoss District Heating S.R.L.
- Danfoss S.R.L.
- S.C. Sondex Production S.R.L.

Russia

- AO Ridan
- Danfoss LLC
- Danfoss Power Solutions LLC

Serbia

- Danfoss d.o.o.

Slovakia

- Danfoss Power Solutions a.s.
- Danfoss spol. s r.o.

Slovenia

- Danfoss Trata d.o.o

Spain

- Danfoss S.A.
- Danfoss Power Solutions Telecontrol, S.L.U.
- Danfoss Power Solutions S.A.

Sweden

- Danfoss AB
- Danfoss Power Solutions AB
- EP Technology AB

Switzerland

- Danfoss AG

Ukraine

- Danfoss T.o.v.

AFRICA – MIDDLE EAST**Turkey**

- DAF Enerji Sanayi Ve Ticaret Anonim Sirketi
- Danfoss Otomasyon ve Urunleri Tic Ltd.

United Arab Emirates

- Danfoss FZCO – 95%
- Gulf Sondex FZCO

South Africa

- Danfoss (Pty) Ltd.
- Sondex South Africa Pty. Ltd. – 80%

NORTH AMERICA**Canada**

- Danfoss Inc.

USA

- Daikin-Sauer-Danfoss America LLC – 45%
- Danfoss LLC
- Danfoss Power Solutions Inc.
- Danfoss Silicon Power LLC
- Danfoss Power Solutions (US) Company
- Danfoss Power Solutions Work Function, LLC
- Hydro-Gear Inc. – 60%
- Hydro-Gear Limited Partnership– 60%
- Hydro-Gear of Indiana, LLC
- Nelumbo, Inc. – 8,76%
- Sondex Equipment Holding Co., LLC
- Sondex Properties, Inc.
- White Hydraulics, Inc.
- Danfoss Power Solutions II, LLC

LATIN AMERICA**Argentina**

- Danfoss S.A.

Brazil

- Danfoss do Brasil Indústria e Comércio Ltda. .
- Danfoss Power Solutions Indústria e Comércio Electrohidráulica Ltda.

Chile

- Danfoss Industrias Ltda.
- Danfoss Power Solutions II SpA

Colombia

- Danfoss S.A.

Mexico

- Danfoss Industries S.A. de C.V.
- Danfoss Power Solutions II S.A. de C.V.
- Danfoss Power Solutions III S.A. de C.V.
- Danfoss Power Solutions IV S.A. de C.V.

ASIA-PACIFIC**Australia**

- Danfoss (Australia) Pty. Ltd.
- Danfoss Power Solutions Pty. Ltd.
- Danfoss Power Solutions II Pty. Ltd.
- Sondex Australia Pty. Ltd.
- Sondex Engineering Pty. Ltd.

P. R. of China

- Danfoss (Anshan) Controls Co. Ltd.
- Danfoss Industries Limited
- Danfoss (Tianjin) Limited
- Danfoss Micro Channel Heat Exchanger (Jiaxing) Co., Ltd.
- Danfoss (Jiaxing) Plate Heat Exchanger Co., Ltd.
- Danfoss Power Solutions (Jiangsu) Co., Ltd.
- Danfoss Power Solutions Trading (Shanghai) Co., Ltd.
- Danfoss Power Solutions (Zhejiang) Co., Ltd.
- Danfoss (Tianjin) Fire Safety Co., Ltd.
- Danfoss Shanghai Hydrostatic Transmission Co. Ltd.– 60%
- Sondex Plate Heat Exchanger (Ningbo) Co., Ltd.
- Sondex Plate Heat Exchanger (Taicang) Co. Ltd.
- UQM Technologies Asia Ltd.
- UQM Technologies (Shanghai) Co., Ltd.
- Vacon (China) Drives Co. Ltd.
- Visedo (Asia) Ltd.
- Zhejiang Holip Electronic Technology Co. Ltd.
- Danfoss Power Solutions (Nanjing) Co., Ltd.
- Danfoss Power Solutions (Jining) Co., Ltd.
- Danfoss (Shanghai) Investment Co., Ltd.

India

- Danfoss Industries Pvt. Ltd.
- Danfoss Power Solutions India Pvt. Ltd.
- Danfoss Technologies Pvt. Ltd.
- Danfoss Fluid Power Pvt. Ltd.
- Sondex Heat Exchangers India Pvt. Ltd.

Indonesia

- PT Danfoss Indonesia
- PT Sondex Indonesia

Iran

- Danfoss Pars Private Joint Stock Company - in liquidation

Japan

- Daikin-Sauer-Danfoss Ltd. - 45%
- Danfoss Power Solutions Ltd.

Malaysia

- Danfoss Malaysia Sdn. Bhd.
- Sondex Heat Exchangers Malaysia Sdn. Bhd.
- Danfoss Power Solutions II Sdn. Bhd.

Philippines

- Danfoss Philippines, Inc.

Singapore

- Danfoss Singapore Pte. Ltd.
- Danfoss Power Solutions Pte. Ltd.
- Danfoss Power Solutions II Pte. Ltd.

South Korea

- Danfoss Korea Ltd.
- Danfoss Power Solutions Ltd.
- Danfoss Power Solutions 2 Ltd.

Taiwan

- Danfoss Co. Ltd.

Thailand

- Danfoss (Thailand) Co. Ltd.

New Zealand

- Danfoss (New Zealand) Ltd.
- Danfoss Power Solutions II Ltd.