

Michael Storm

Tracking & Effekt

23.08.2023



Agenda

1. Intro

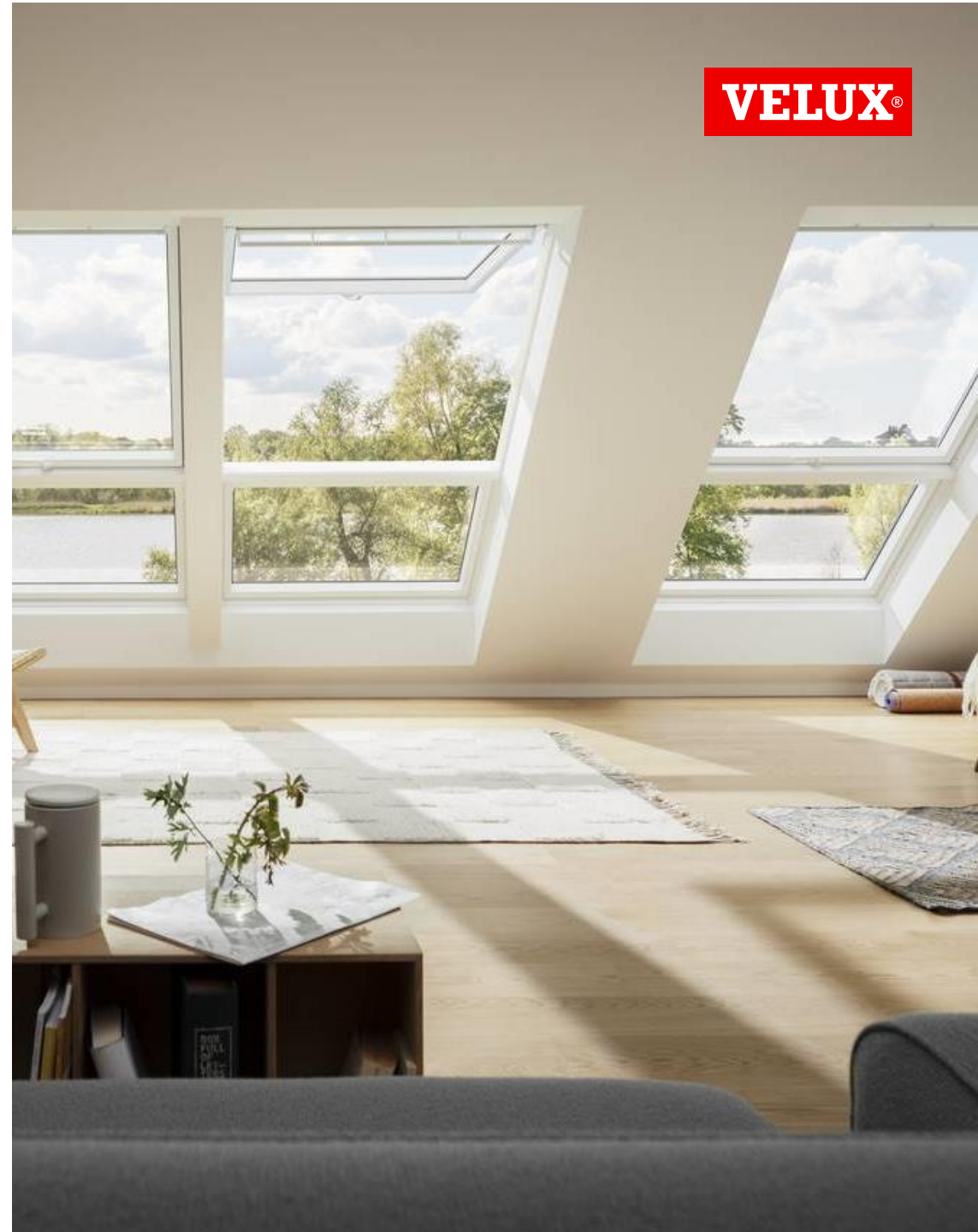
2. VELUX

3. - Ecosystem & complexity

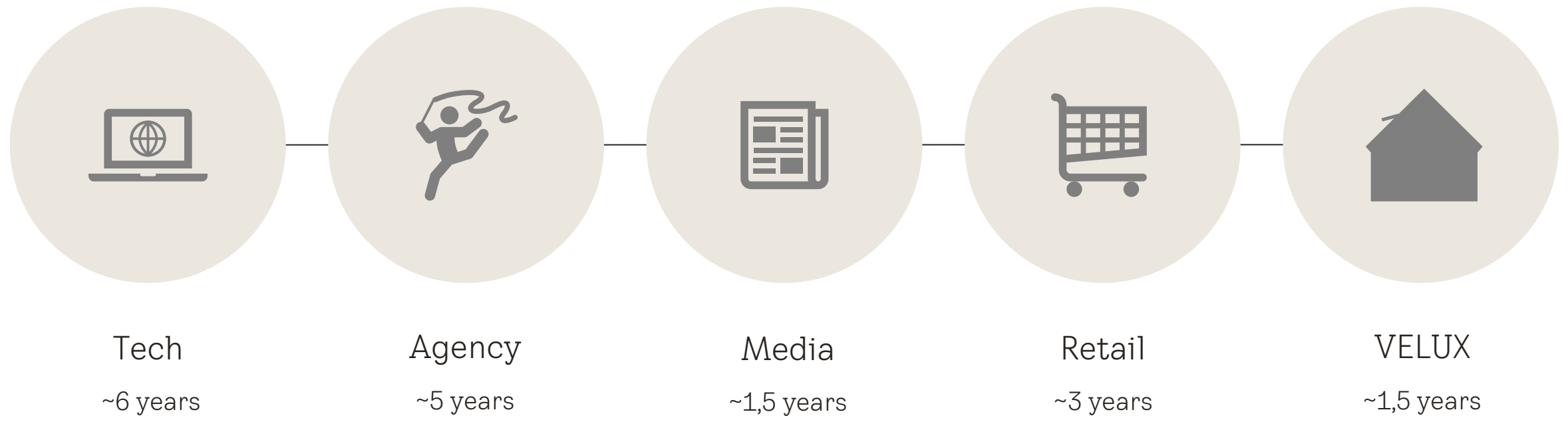
4. - Marketing & Media

5. Future

VELUX[®]



Intro



VELUX



Founded in 1941
by Villum Kann Rasmussen

Shareholders

A shareholders

Two family members
2nd generation

B shareholder

Villum Fonden

Other B shareholders

Family members
3rd and 4th generation

VKR Holding



Roof windows & skylights



Vertical windows





Who we are

Who we are



Company facts

The VELUX Group is owned by VKR Holding A/S, a limited company wholly owned by VILLUM FONDEN and the Kann Rasmussen family.

The VELUX Group's financial results are incorporated into VKR Holding's consolidated accounts.

2022 numbers (EUR)

2.99bn

VELUX Group revenue

4.29bn

VKR Holding revenue

35

countries with sales companies

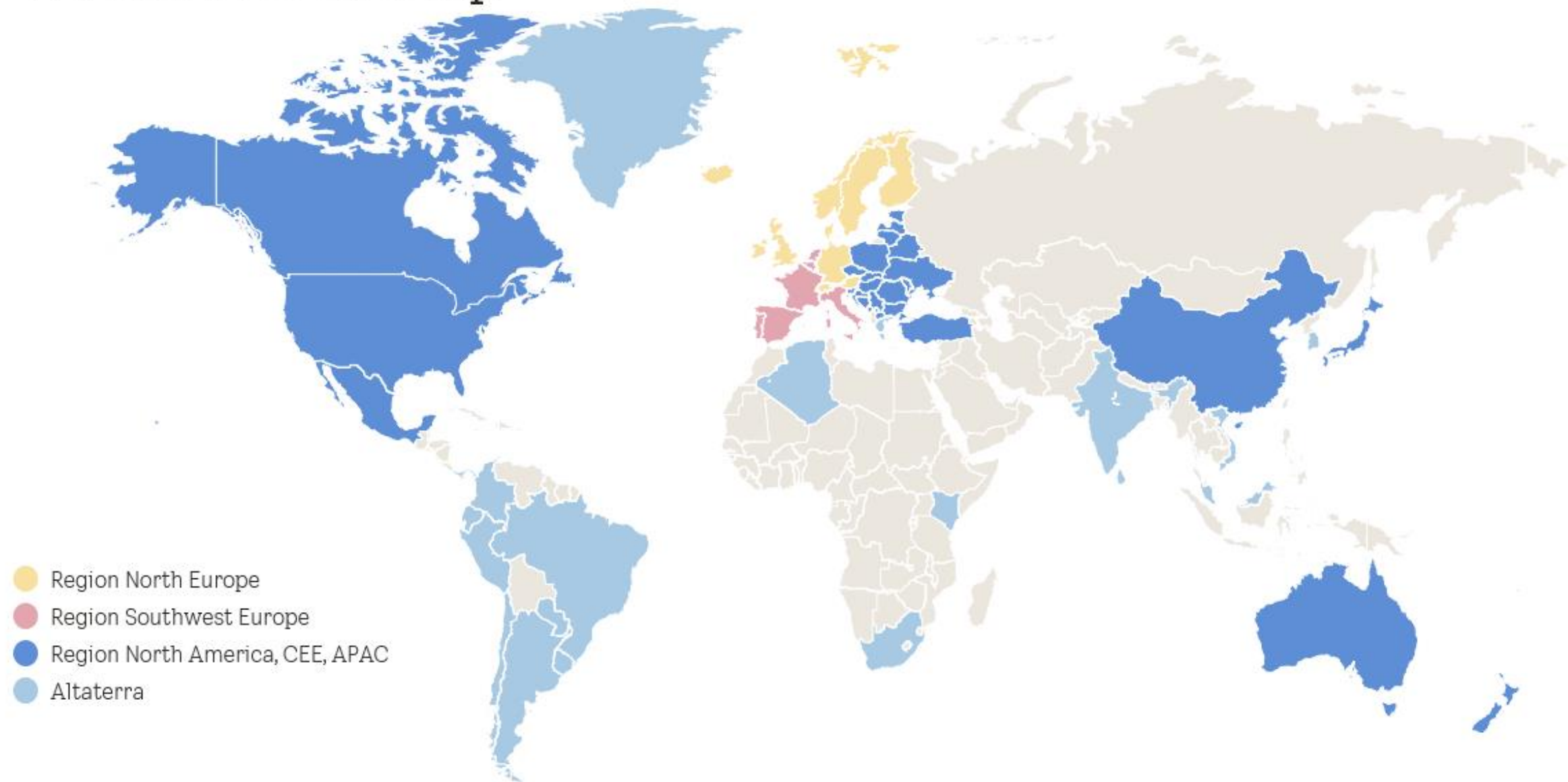
16

production sites in 9 countries

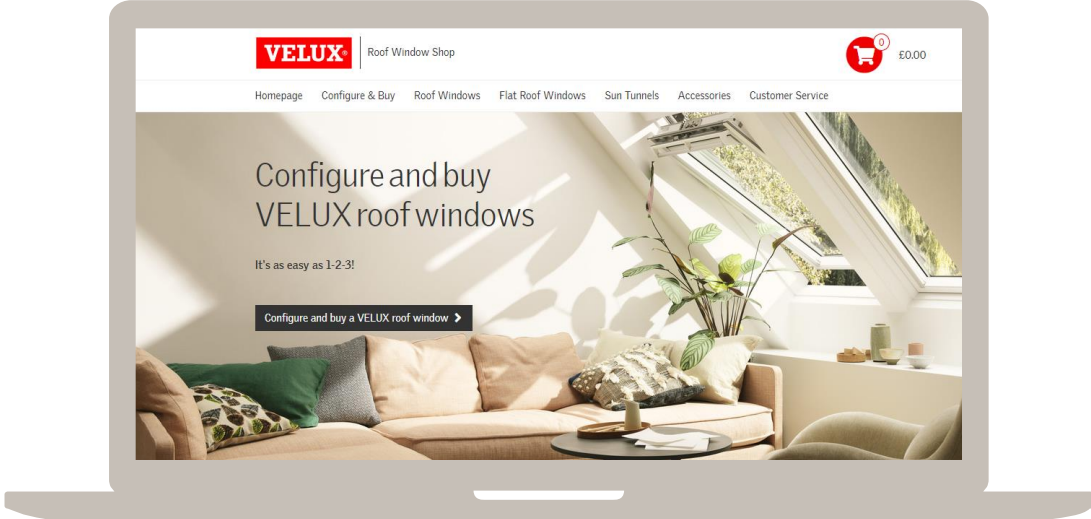
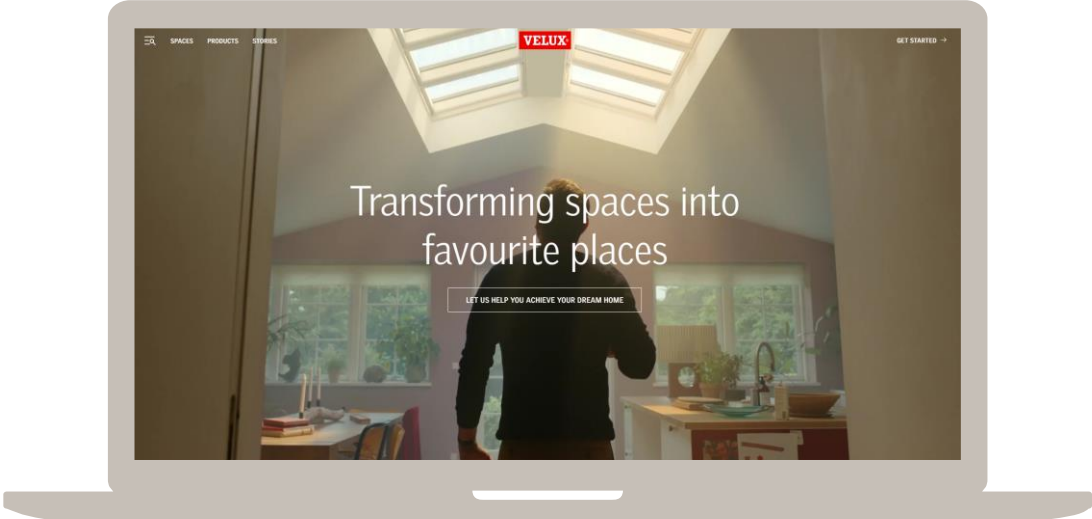
11,000

employees globally

VELUX World map



Inspiration, leads & e-com



What we sell



The VELUX product programme

Roof windows



Blinds



Shutters & awnings



Flat-roof windows



Intelligent Home Control



Installation system



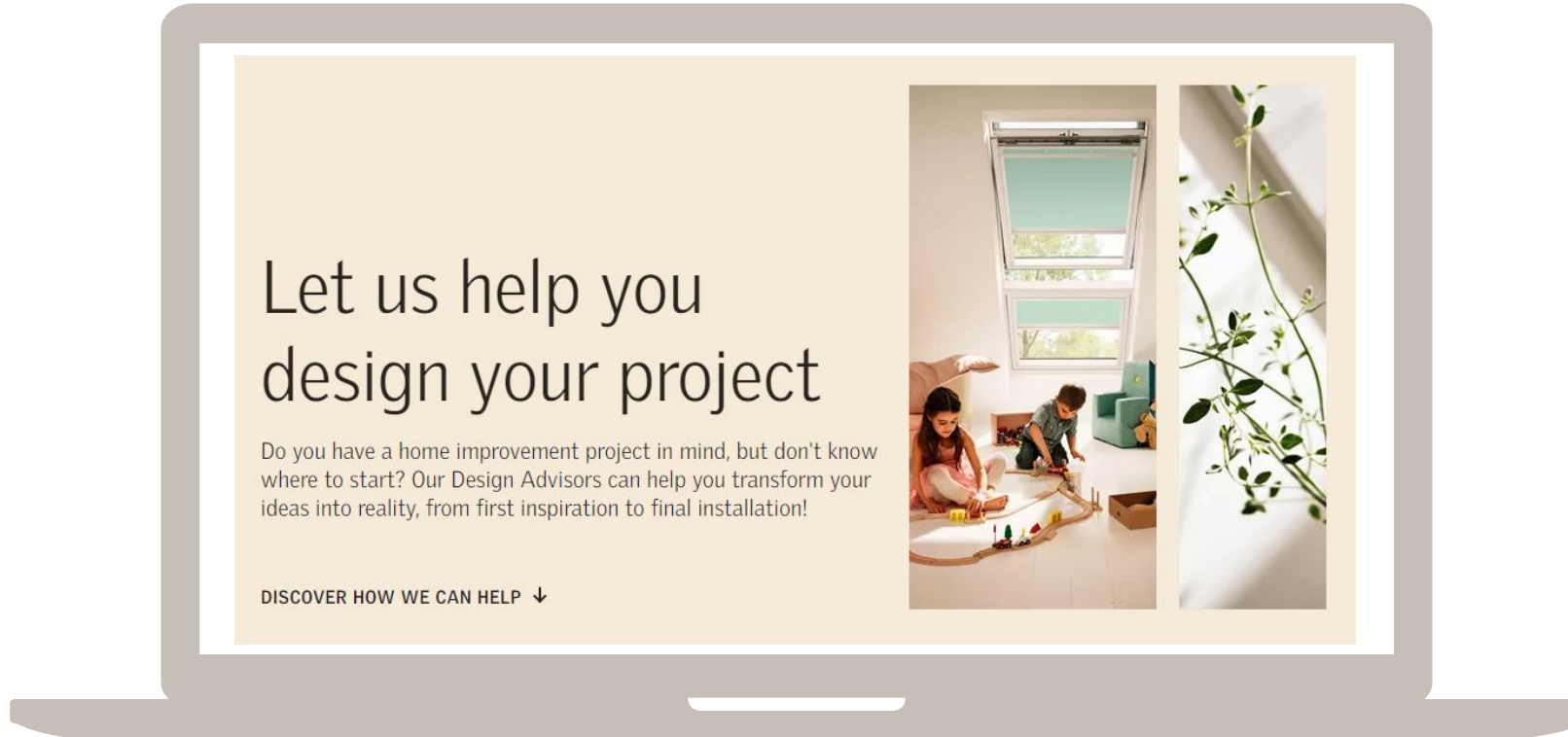
Sun tunnels



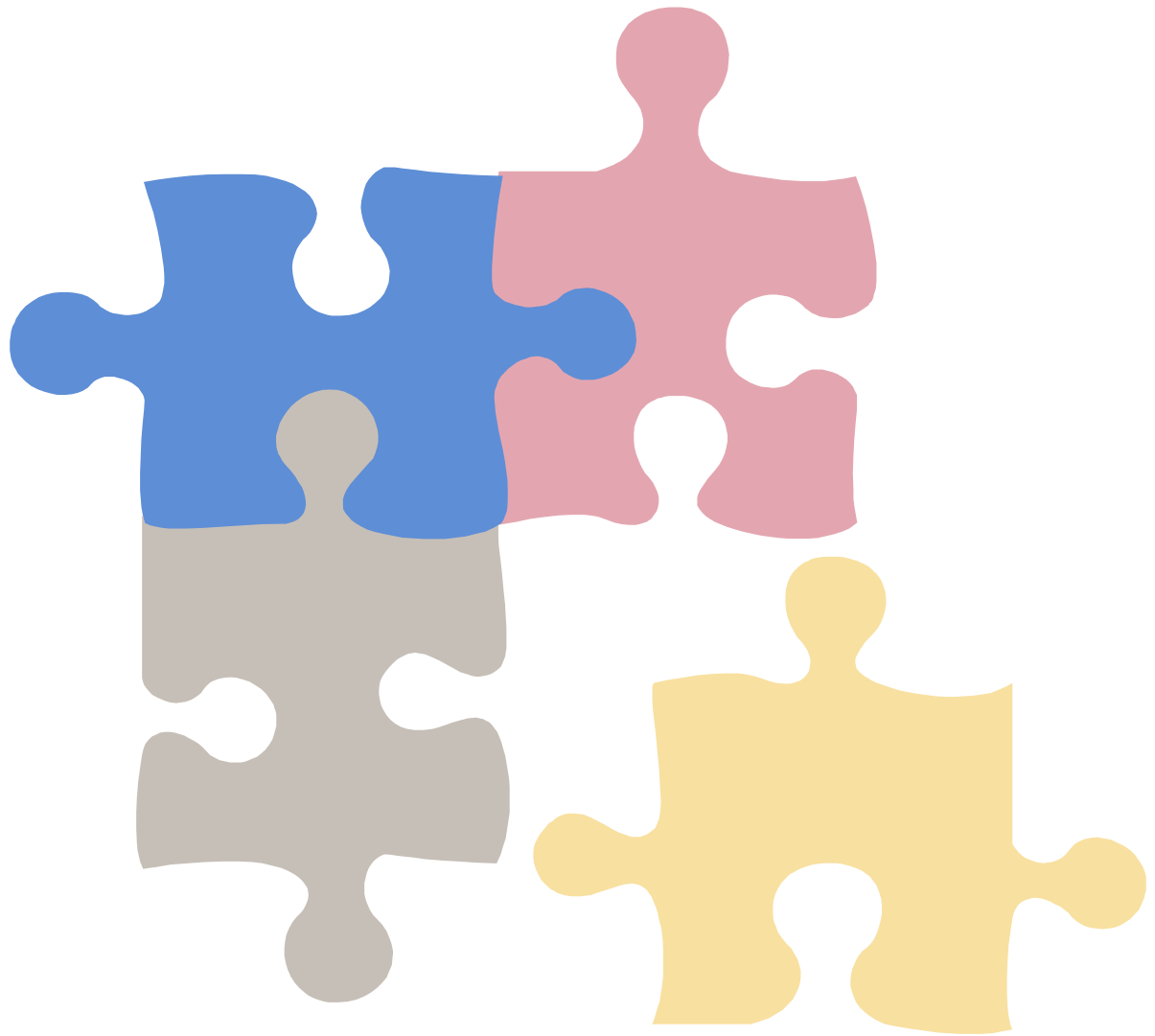
Solar and electric products



Proxy metrics



It's a puzzle...



Fremtiden



5 punkter at overveje

1



Brug data og indsigter

Brug til at skabe perspektiv, ikke som støttehjul

2



Proxy metrikker

Identificer og operationaliser det kontinuerlige optimeringsarbejde

3



Gør ting med åbne øjne

Anerkend de ting I ikke kan svare på, i stedet for at lukke øjnene

4



Åbne og ærlige dialoger

Drop 'smoke & mirrors', og tal ærligt. Ja, det kan være hårdt at tage fejl!

5



Rejsen, ikke målet

Stop med at lede efter den hellige gral, og fokuser på at skabe fremskridt

VELUX®

Transforming Spaces

Contact info

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VELUX A/S

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