

# VKR Group Crisis Management Policy

Approved by the Board of Directors  
of VKR Holding A/S on 18.12.2024

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The VKR Group Crisis Management Policy outlines the general principles governing our approach to crisis management in the VKR Group. It applies to VKR Holding A/S and all companies ultimately controlled by VKR Holding A/S (the "VKR Group").

Connecting  
buildings  
with nature

  
VKR

# VKR Group Crisis Management Policy

## 1. Introduction

Our Model Company Objective, which serves as the compass for our actions, is the foundation of our culture. It sets the overall ambition for all VKR Group Companies to operate responsibly and maintain financial independence.

This Policy governs our approach to crisis management.

*It is our overall policy to ensure proactive planning for and swift response to crisis situations, with the ultimate aim of preventing crises from occurring or mitigating their effects if they do occur.*

*This Policy applies to VKR Holding A/S and all companies ultimately controlled by VKR Holding A/S (the "VKR Group").*

## 2. Crisis Management Principles

We define 'crisis' as any situation of a very serious nature that requires immediate action or decisions to prevent further damage and to mitigate any damage already incurred, whether to persons, property or assets, including intangible assets (e.g. reputational damage). Our crisis management system is set up to ensure proactive planning of how to respond to an anticipated or unexpected crisis, all for the purpose of preventing or mitigating any resulting damage.

Each Business Area<sup>1</sup> (and if relevant VKR Holding) shall issue adequate crisis management policies and programs and ensure that they are complied with. These policies and programs shall cover the following areas:

- High-risk business areas and/or countries
- Workplace security (claims handling procedures)
- Corporate security
- Public Relations (protecting image and brand)

## 3. Roles and responsibilities

Ultimate accountability for this Policy rests with the boards of directors of VKR Holding and the respective Business Areas, while responsibility for policy implementation and compliance lies with the respective Executive Managements. These responsibilities may be delegated to one or more functional leaders as needed.

Each Business Areas is responsible for overseeing the implementation of adequate crisis management policies compliant with this Policy. Crisis management reviews shall be conducted periodically across VKR Group companies.

## 4. Supplementary Policies, Guidelines, and Instructions

Each Business Area shall issue its own crisis management policy, compliant with this policy. VKR Holding A/S and each Business Area are authorized to issue supplementary sub-policies, guidelines and instructions, subject to compliance with this Policy.

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<sup>1</sup> A group of operating companies under the control of VKR Holding, such as the VELUX Group or DOVISTA Group