

A young man with short brown hair is sitting on a large, weathered tree stump in a park. He is wearing a dark blue short-sleeved shirt with a red and white floral pattern, khaki shorts, and blue sneakers with white laces. He is smiling and looking towards the camera. The background shows a grassy area and several large trees with thick trunks. The lighting is bright, suggesting a sunny day.

The Employee Foundation of the VKR Group

Yearbook 2023/24

Since its establishment in 1991, the Employee Foundation of the VKR Group has played a crucial role in supporting employees and their families who face unexpected and challenging situations. Our contribution is of a financial nature, but the support we give also fosters a sense of pride and reflects our core values. Any employee facing unexpected and unfortunate difficulties should never hesitate to contact the Employee Foundation; we are geared to help and support.

**Let's work
it out
together**

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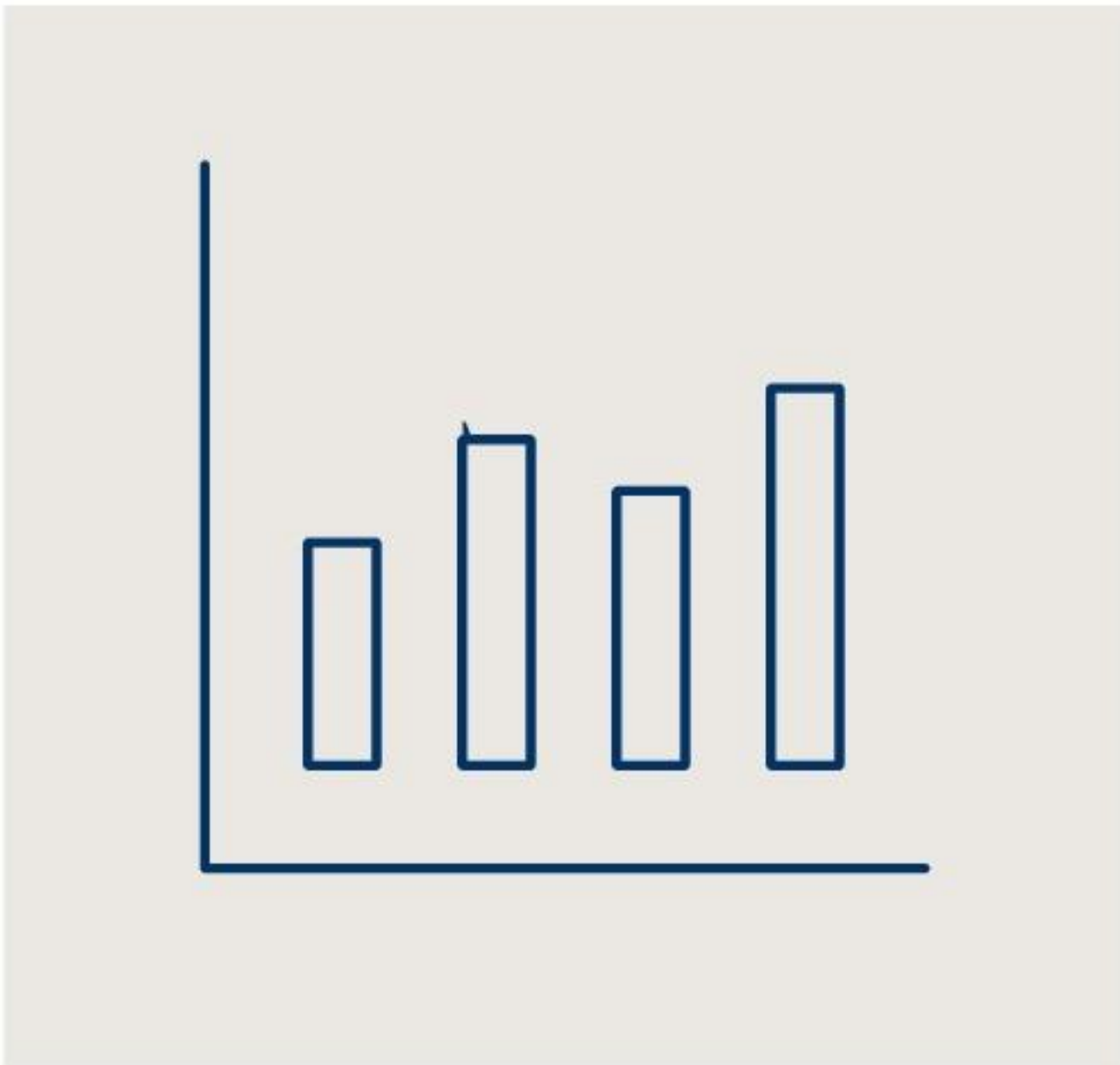
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FOREWORD BY MICHEL LANGRAND, CHAIR

The VKR Group has changed significantly in recent years

Acquisitions have resulted in a more diverse workforce in terms of age, experience and expertise. The world has also changed, with a modern work culture, shorter employment periods and dreams of new experiences. Global instability, e.g. war and the gradual move towards the green transition affect the lives of our employees and their families.

We are responsible for uniting different corporate cultures and inspiring a sense of belonging among all our employees and their families. We want to stand out as a model company by rethinking how the Employee Foundation realizes our values and vision to support, encourage and even create a moment of joy regardless of the circumstances.

That is why we are proud to present our new strategy, "Let's work it out together". We aim to proactively engage all employees, regardless of background or position, and to promote a sense of cohesion across the VKR Group. To achieve our objective, we have defined four key objectives:

Raise awareness. We want to make the Employee Foundation visible to even more employees by ensuring that they understand its purpose and value in the VKR Group.

Increase relevance. Through proactive initiatives, we aim to demonstrate the relevance of the Employee Foundation to a wider range of employees by addressing their specific needs and supporting their general well-being.

Promote health and well-being. The Employee Foundation will actively encourage healthy lifestyles and a sense of well-being among employees and their families by expanding existing programmes, such as the "Healthy Habits" campaign, and by introducing new initiatives.

Supporting the local community. Recognising the responsibility our employees feel towards their local communities and the world, we will support

employees, their families and local communities who want to enjoy nature. This includes initiatives related to community development, green spaces, outdoor living and our highly effective "Live a dream" project.

The success of our new strategy depends on collaboration. We are looking for active involvement and commitment from employees throughout the VKR Group. Together, we can create meaningful change, support our colleagues and fulfil our role as a socially responsible organisation and model company.

I extend my deepest thanks to our dedicated employees, board and the Employee Foundation's secretariat for their tireless efforts. This Yearbook demonstrates their unwavering commitment to our shared goals.

Happy reading!

With kind regards

Michel Langrand

Michel Langrand, Chair,
Employee Foundation of the VKR Group



BOARD AND SECRETARIAT

Focus on our overall goals for the benefit of the employees

The board of the Employee Foundation consists of six members who represent different business areas and countries. Four board meetings are held each year at which strategy, finances and the more than 1,000 annual applications are discussed.

Madalina Petrescu from VELUX A/S in Hørsholm, Denmark, joined the Employee Foundation's board in March 2023 replacing Lisbeth Nyløkke Jørgensen.

During 2023, two of the board meetings were held virtually via Teams, while the remaining meetings took place physically in Østbirk and Hørsholm, respectively. During the meeting in Østbirk, the board visited Natur Østbirk, supported under the Green areas and outdoor life programme. Natur Østbirk is close to VELUX A/S/Østbirk Bygningsindustri. This project includes the establishment of 'nature magnets' to highlight special views and meanings in the landscape and is expected to be opened in March 2024.

To further strengthen the Employee Foundation's efforts, the secretariat was strengthened in 2023 with the appointment of Lotte Kragelund as Executive Director. She knows the Group extremely well after approx. 20 years of employment in the VELUX Group.

The secretariat's three employees handle all administration, prepare materials and applications for the board meetings. The secretariat also provides information to the local recommendation committees to ensure the foundation's general visibility.

Once again, we would like to thank the local recommendation committees, who act as local ambassadors and form the important link between employees and the Employee Foundation.



"I am very honoured to have joined the board, and am very much looking forward to helping the VKR Group continue to be a model company that puts words into action",

says Madalina Petrescu.

The Employee Foundation's board (back from left):
Madalina Petrescu, Anine D. Bråten, Michel Langrand,
Elin Persson, Kristian E. Justesen, Robert Purol



Let's work
it out
together

New strategy

The Employee Foundation's new strategy will be implemented from 2024, and now is a good opportunity to tell you more about the background and content. We are going to build on the existing healthy foundation and add new programmes.

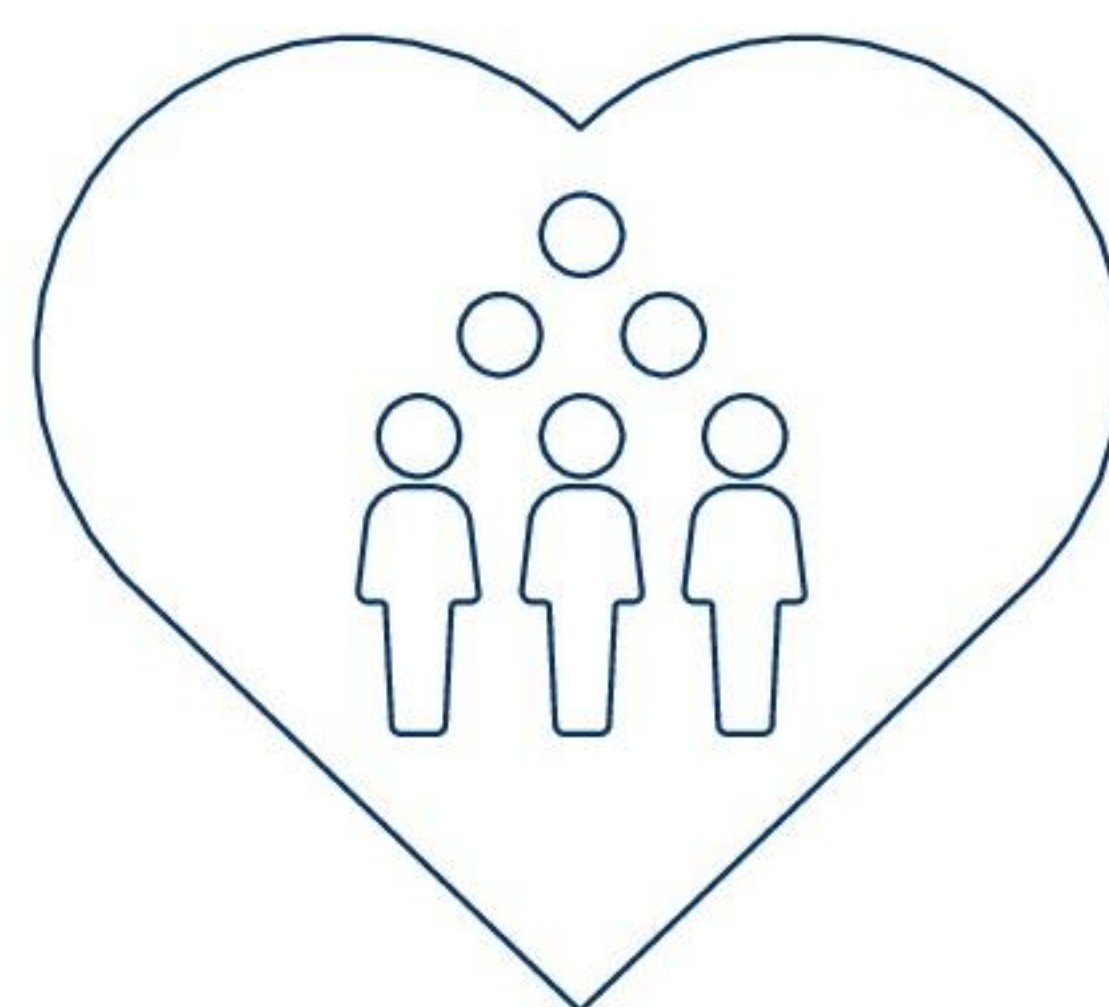
The Employee Foundation has always worked to help employees in unfortunate situations. But change is in the air, and its future activities will be more proactive and relevant for the many rather than the few.

The Employee Foundation's mission will continue to be closely aligned with the Group's model company objective, as formulated by Villum Kann Rasmussen in 1965:

"The purpose of the VKR Group is to establish a number of Model Companies which co-operate in an exemplary manner. By Model Company, we mean a company working with products useful to society and treating its customers, suppliers, employees of all categories and shareholders better than most other companies. A model company makes a profit which can also finance growth and maintain financial independence."

Our mission

The Employee Foundation's mission is to treat our employees, their families and local communities better than most other companies.



The Employee Foundation supports the following purposes:

Support for employees and their families in unexpected, unfortunate situations.

Support for employees' children to complete their education.

Support for senior clubs, where retired employees can meet.

Support for local, non-profit projects and clubs.

We offer employees voluntary work in an NGO construction project.

We also present two Awards: the Villum Kann Rasmussen Award and the Lars Kann-Rasmussen Safety Award.

With the new strategy, the Employee Foundation will remain close to the core and continue with the above activities. We will be building on solid foundations.

But during the process of developing a new strategy, we took changes in the outside world into account:

- Climate change: extreme weather events such as heat waves, floods and droughts will become more frequent.
- A global health crisis: our modern lifestyles are causing mental and physical health problems.
- Post COVID-19, employees have other needs and expectations of their employer.
- Wars have caused major humanitarian crises.

In addition, we must adapt to internal changes in the Group:

- Many new employees who have yet to learn about our culture and heritage.
- Declining level of awareness.
- The VKR Group has acquired several new companies in recent years.
- The challenges of retaining employees have continued to grow in recent years.

The Employee Foundation aims to become:

- Even more visible
- Even more relevant
- Even more holistic
- Even more proactive and
- Even more engaging

We are looking forward to implementing and telling you more about all this... but it is important to remember that we cannot do it alone. That is why we will engage more employees. As we say: **"Let's work it out together"**.



Focus in 2024 will be on the following areas

Reconnect with human nature

We want to facilitate a healthier lifestyle for employees and their families. We aim to improve physical health and mental well-being, not just for individuals, but for entire families. This programme will be an extension of previous Healthy Habits campaigns. Employees and their families will be offered more preventive health activities in 2024.

Ambassador Programme

As part of becoming more visible and supporting the local recommendation committees, an ambassador corps will be established. We will recruit passionate employees who are willing to help us carry out our activities. They will be equipped with knowledge and a material package that will make the Employee Foundation more visible and accessible.

Reconnect with nature

We want to make it possible for more employees, together with their families and local communities, to have access to good outdoor facilities.

Reconnect with Nature is an extension of the previous programme Green areas and outdoor life. Employees, municipalities, local organisations and clubs can submit proposals for recreational areas. We will test a shelter project in 2024, for which we will invite employees to help with building.

Emergency Track

We will continue to offer emergency help when sudden, unfortunate events occur. The Employee Foundation has offered immediate support to employees and their families in connection with, for example, the war in Ukraine, the earthquake in Türkiye and Syria, the storms and floods in Europe. This will continue.

Highlights

The foundation

32

years since the foundation was established

32

countries have received support

71

local recommendation committees act as links

316

committee members

We supported

889

employees and local causes received donations in 2023

28

employees received an honorary award in January 2023

18

employees received an honorary award in January 2024

17

employees participated in Live a dream in Romania

Donations

3,604,019 €

distributed by the Employee Foundation in 2023

Over EUR 32 million has been distributed since the foundation's inception.

1.9 million €

donated to employee-related causes

1.7 million €

donated to local causes

CIO'S REVIEW

Despite economic turmoil, the Employee Foundation achieved a satisfactory financial return in 2023

The Employee Foundation's capital base of EUR 47 million is managed by the VKR Financial Investments department. The result for 2023 was +9.3%, which is satisfactory – on top of a very difficult 2022 – and despite declining global economic activity.

The good result was a consequence of rising markets for shares and bonds. This is mainly due to the fact that very high inflation prevalent in many countries throughout the year was brought under control. A contributing factor to the good mood on the stock markets was also the fact that Europe did not experience an actual supply crisis of e.g. gas.

Investment strategy

The financial result was generally heavily influenced by the fact that the foundation comes under the Executive Order on Investment and Governance of Foundation Funds, which regulates investment opportunities.

The investment strategy adopted by the board focuses on a relatively conservative investment philosophy operating with a long-range approach to the markets.

The investments are made with strong emphasis on low-risk Danish mortgage bonds, slightly less low-risk and thus higher-yielding corporate bonds, and selected global stocks geared to a reasonable return in the majority of market situations.

Key figures

	2023		1992-2023	
	Number of grants	EUR	Number of grants	EUR
Financial support for employees	682	1,855,602	7,245	19,502,089
Unfortunate situations	446	1,251,041	4,658	12,836,444
Educational purposes	223	518,299	2,291	5,169,514
Other purposes	13	82,262	296	1,496,131
Local, non-profit causes	188	1,688,445	2,737	11,528,951
Community support	184	537,296	2,718	5,201,450
Green areas and outdoor life	4	1,151,149	19	6,327,501
Healthy Habits programme	19	59,972		1,201,999
Total	889	3,604,019	9,982	32,233,039

Relaunch of eyesight test

The Employee Foundation continues to look after you and your eyesight.

Back in 2021, the Employee Foundation ran a Healthy Habits campaign focusing on eyesight. We launched a do-it-yourself sight test, which has now been CE-marked.

There is good reason to regularly test your eyesight in the same way that most people also regularly go to the dentist. Our sight is the sense that has the greatest impact on our quality of life, and almost everyone will experience vision problems during their lifetime. You may think your sight is perfect, but many people do have poor eyesight without even realising it.

Headaches and neck or shoulder tension can be caused by straining to see clearly.

We therefore encourage employees and their families to take the test. Good eyesight is one of the keys to a good life.

The sight test is available at www.eye-sight.org, where you can also find articles on the subject. Spend two minutes at www.eye-sight.org to find out how well you can see – even if you already wear glasses. The test is free of charge and available to everyone.

The digital sight test was developed in collaboration between the Danish non-profit organisation Øjenforeningen (Fight for Sight, Denmark) and the Employee Foundation. You can test your eyesight on a PC, tablet or smartphone.

Visit the website www.eye-sight.org to test your eyesight.





Glasses for Filip

Bartosz Friedrich is an employee at NB Polska, Poland, and a devoted father of three children. During a routine visit to an optician for one of Bartosz's daughters, the optician suggested checking the sight of his other children, a chance event that led to 5-year-old Filip's sight defect being discovered.

The examination started with the right eye – 100% healthy, but examination of the left eye revealed only 20% function, due to a genetic defect.

With the help of glasses, Filip's eyesight improved to 50% and he now enjoys playing with LEGO®, doing puzzles and drawing. He willingly puts the glasses on by himself, which underlines the impact they have on his life and well-being. Filip needs an eye operation in the future.

The Employee Foundation supports glasses for employees' children under the age of 14 with a visual acuity of min. ± 3.0 . We do so because we know that children can risk breaking their glasses through play and activity, and that they grow out of them, which can be a big financial burden for the family.



Voluntary work

The Employee Foundation's "Live a dream" programme offers employees participation in voluntary work on a construction project in Romania.

17 employees from VKR Group companies participated in Hope Build in Iași, Romania, between 23-27 October 2023. This year, a total of 130 volunteers, including our dedicated team, were there to make a meaningful contribution, and they built 6 homes in 5 days for families in need.

The Hope Build event, organised by Habitat for Humanity, is an opportunity to build hope and homes for the less fortunate. Our diverse team, recruited from 15 countries, was a testament to our company's commitment to social responsibility and making a positive difference in the world.

The volunteers from the VKR Group kept their colleagues at home informed about the project through postings on internal and external platforms. Videos showed the joys and difficulties of the construction as it progressed. The response and support was nothing short of extraordinary, fuelling the volunteers' dedication and commitment to the cause.

We are proud to have been part of this incredible initiative for the second year in a row, and are even more proud of the way our volunteers exemplified the VKR Group's values. Together we showed what it really means to make a difference.

"The Live a dream programme means we help build healthy and safe homes for Romanian families in need. The Employee Foundation would like to thank all the volunteers for their contribution to this project. We cannot do it alone – Let's work it out together!"

said Lotte Kragelund,
Executive Director of the Employee Foundation.



The Employee Foundation is there to help when times are hard...

If death, accident or illness with serious consequences have affected employees or their loved ones, the Employee Foundation can provide support. Such support can be used for treatment or relief, but can also be given for encouragement during a difficult time.

Hope after a heart attack

László Tóth (54), married to Mónika Benke-Tóth of VELUX Magyarország LKR Kft., Hungary, experienced a sudden heart attack in March. The cause is still unknown and he recently underwent a pacemaker implantation. After 53 days in the hospital, he is now undergoing rehabilitation in a sanatorium and is well on the way to recovery.

Family support, especially from László's adult daughters, has been crucial, along with help from the workplace, colleagues and friends.

His illness had a huge impact on the family's two youngest daughters, but fortunately Mónika had the strength to provide care and manage the situation, although being there during László's treatment was an extra burden.

Mónika is optimistic and appreciates that her husband can now gradually participate in family events.



"I am deeply grateful for the Employee Foundation's financial support, which contributed to the continued rehabilitation of László and a happy summer for the children".



Bjørn's continuation school stay due to dyslexia

School has not always been fun or pleasant for Bjørn, who experienced bullying and cognitive problems due to dyslexia. A stay at a special continuation school on the small island of Hjarnø, Denmark, was just what he needed. The school believes in plenty of exercise, small classes, teaching help for each pupil and providing the necessary IT equipment, such as PC plus reading and writing programmes for dyslexic pupils. The result was a happy boy who is thriving, getting more benefit from his lessons and who has improved his grades throughout the year.

Bjørn's father works at Thyregod Bygningsindustri, Denmark, and is delighted about the Employee Foundation's support for Bjørn funding his stay at the special school, a burden too heavy for the family to bear alone.

"I really like being at the Lifestyle Boarding School Hjarnø. I've made new friends and enjoy the active lifestyle with football, pool and plenty of opportunities for swimming as there is water close by. I plan to spend two years there and then hope to train as a mechanic and maybe also a long-distance truck driver".

The Employee Foundation can support the final education of employees' children...

We provide financial support to employees' children to help them complete their final education. The students have to be under 30 years of age and have completed at least half of their education at the time of application. Support is given for academic and vocational training. Educational grants are a gift in recognition of the importance of education. No definite financial need therefore needs to exist.



We have supported Flavie's dream of becoming a flower decorator

"My training as a flower decorator allows me to be creative, and I love to use happy and colourful elements in my compositions. When I finish my education, I hope to become a flower decorator in the event industry, where I can work with arrangements for large-scale and extraordinary events"

says Flavie, daughter of an employee at KH-SK France, Bourbonne-les-Bains, France.

Flavie has been highly creative and passionate about flowers and drawing since childhood, and seems to have chosen the perfect education. She learnt a lot about aesthetics and how floral creations can enhance the atmosphere. Training as a flower decorator is a combination of working at a company and theoretical education at college.

The Employee Foundation's educational grant was a welcome contribution to tuition costs and college attendance.

Signe's training as a truck driver

The vocational training for truck drivers is a good mix of theory and practice. The training began with learning to repair cars, and now Signe is driving large trucks, checking brake systems and learning correct loading, etc.

"I'm aiming to pass all the tests and to start work immediately after the end of the training"

says Signe, the daughter of an employee at Svenska Fönster, Sweden. Although the job as a truck driver

can be lonely when you drive long distances, it does not bother Signe, who expects to take her dog along. She may also end up operating a digger, as she is open to trying out the various possibilities that her course offers.

"Thank you for the educational grant", concludes Signe, who thinks it is great that children of VKR Group employees can apply for educational support for their final education.



The Employee Foundation can support local clubs and organisations...

We provide support to a large number of different clubs, community centres, recreational activities, care centres, etc., located near any company in the VKR Group.



An application must be for specific projects or objects of lasting value. We can also support special programmes and projects that will require significant funds to realise. In such cases, they must be original and inspiring projects which, for example, provide more green areas and outdoor activity opportunities. The Employee Foundation must be the sole investor or support a specific part of the project.

Bikes for children

Ringkøbing Cycle Club's children and adolescent department aims to bring young cycling enthusiasts together for cycling activities, to teach them cycling skills, road safety and prepare them for cycling sports. Children as young as 4 can train their skills in the club, and the intention is to expand the target group to 18 years.

Ringkøbing Cycle Club has existed since 1994, bringing together local cycling enthusiasts, including children and young people. Following a recommendation from DOVISTA in Ringkøbing, Denmark, the club bought four mountain bikes for children aged 4-12 with funds from the foundation.



The Green areas and outdoor life programme

The Green area and outdoor life programme was launched in May 2021 in connection with the Employee Foundation's 30th anniversary. A total of 15 exceptional outdoor projects near VKR Group locations received funding, some of which are now starting to be realised.

The programme is designed to create attractive and innovative outdoor facilities to encourage employees, their families and local residents to spend more time outdoors and enjoy nature.

The programme was relaunched in the summer of 2023, and three more projects have been granted support:

- Three pavilions in the beautiful garden at the northern area of "the Palace Museum" overlooking the Xi Yo He reservoir. The project is located in a large national museum complex in the Forbidden City in Beijing, China.
- New trail – "The Moose Trail" – in the large Kampinoski National Park near Warsaw, Poland. The facility will focus heavily on accessibility and experiences for people with walking difficulties and visual impairments.
- Building a water reservoir connected to Ochoz Creek in the Moravian Karst Protected Area, Czech Republic. The reservoir will increase biodiversity and form a starting point for walking routes in the beautiful landscape.

Bridge in Sweden



Honorary awards 2023 and 2024

On Villum Kann Rasmussen's birthday – 23 January every year – the Employee Foundation presents the Villum Kann Rasmussen Award and the Lars Kann-Rasmussen Safety Award.

The Villum Kann Rasmussen Award is given to employees who in their exceptional personal achievements have far exceeded expectations.

In 2023, the foundation also presented the Lars Kann-Rasmussen Safety Award for the first time, to employees whose attitudes to safety proactively and reactively can inspire others.

The awards are first and foremost a distinction recognising the exemplary individualised achievements of employees in different parts of the VKR Group.

In addition to the special honour, the award recipients receive a diploma and a gift.

The award recipients are found from among motivated nominations submitted by the local recommendation committees. The process of finding candidates differs from one company to another; however, do contact your local recommendation committee if you believe that a colleague is a deserving candidate for one of the awards.

In January 2023 there were a total of 28 recipients of the honorary awards, and in January 2024 there were a total of 18 recipients. We wish them all the best of luck and hope that the local celebrations have been festive.



"I've attended this award ceremony several times. And now that I've received the Villum Kann Rasmussen Award 2024, the feeling is simply incredible. It is truly a great honour to have received this award. I simply can't find the words to express how grateful, proud and happy I am. And to be honest, I haven't regretted a single day that I started working for VELUX Belgium 19 years ago."

Rica Van den Broeck, award recipient in January 2024.

The Employee Foundation's yearbook is published in two language versions: Danish and English, both available on our website (www.employeefoundation.com).

The abridged version is available in eight languages: Danish, English, German, French, Hungarian, Polish, Slovak and Czech, which can also be read on our website.