

A smiling man and woman in an office setting. The woman is on the left, wearing a dark blazer, and the man is on the right, wearing a dark polo shirt. They are both smiling and looking towards the camera. The background is a blurred office environment.

# How we lead at DOVISTA

The Model Leader Principles

DOVISTA

# Group Management



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## Foreword

# We lead, together

Dear Leader,

At DOVISTA, leadership is one of the most powerful ways we bring our purpose and strategy to life. I see us as leaders - as catalysts shaping how we grow our company, professionalise our business, and engage our people across our diverse group of brands in Europe.

As DOVISTA continues to grow and become more connected, I am pleased that we have now defined a unified leadership approach - one that will guide us as we take our company to the next level and turn leadership into a true driver of performance and results.

Leaders from across our company have helped shape our Model Leader Principles. They reflect our shared experiences and our ambition to strengthen One DOVISTA - built on the belief that together we will go further than alone.

We live in an ever-changing world, yet we will not drift. We will lead with intent and stay anchored in who we are. This is our intention: we lead, together.

Leadership is not only about what we achieve, but also about how we achieve it - because strong leadership enables results through courage, curiosity, and collaboration. I encourage you to study these principles, reflect on your own leadership, and bring them into your daily work. Great leadership lives in everyday conversations, recognition, and the feeling of being seen, heard, and valued.

Leading at DOVISTA begins with each of us. Through our shared responsibility, unity, and dedication, we will continue to make a lasting difference. I am proud to be leading alongside you.

Best regards,  
On behalf of Group Management  
Allan Lindhard Jørgensen, CEO

# A Model Company, built by Model Leaders

DOVISTA is owned by VKR Holding. In 1965, the founder, Villum Kann Rasmussen, formulated what he called The Model Company Objective, which remains valid today, having only been slightly revised over the years:

*"The purpose of the Group is to develop a number of model companies, which cooperate in an exemplary manner. A model company works with solutions useful to society and treats its customers, partners, employees of all categories, shareholders, and the planet better than most other companies. A model company makes a profit, which can finance growth and maintain financial independence."*

- Villum Kann Rasmussen



His vision still guides how we at DOVISTA create long-term value. We act as a responsible, sustainable, and performance-driven organisation - caring for our people and customers.

The Model Leader Principles translate that aspiration into leadership practice. They define how we lead to nurture and grow that value, and are directly connected to DOVISTA's business strategy and ambitions:

*To drive growth - by leveraging distinctive brands to establish market leadership in Europe.*

*To further professionalise - by leveraging shared excellence to scale.*

*To engage people - to attract talent and retain colleagues.*

Together, these ambitions describe what we aim to achieve. The Model Leader Principles show how we lead to get there - as One DOVISTA.

# Why the Model Leader Principles?



DOVISTA has reached a new level of maturity as a group. Our business is expanding across Europe, our brands are strengthening, and our organisation is becoming more connected through a functional setup that is built on deep expertise. This calls for leaders who create clarity, consistency, and trust across functions, brands, and countries.

The Model Leader Principles define how we lead to deliver on our strategic ambitions - to grow, professionalise, and engage. They translate strategy into practice, ensuring that leadership behaviour builds a culture of accountability, collaboration, and performance.

A culture that supports both our goals and how we work together.

Strong leadership directly shapes the experience of our two most important stakeholders - our customers and our people. From the quality of every window and door we deliver to the collaboration and pride of those who make them, leadership connects performance with purpose.

As a group of distinctive brands, united through Shared Excellence, the Model Leader Principles provide the shared foundation for how we think, decide, and act - as leaders across DOVISTA.

# Our Model Leader Principles

At DOVISTA, being a leader is turning purpose into action - through how we think, decide, and work together every day.

The Model Leader Principles define the shared mindset that unites all leaders. Each principle represents a distinct strength of DOVISTA leadership.

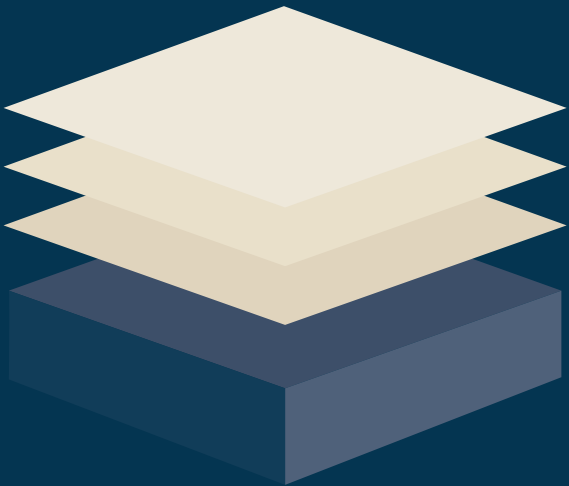
*Own it to drive it* begins with accountability: we take responsibility, create clarity, and move things forward.

Building on this, *Explore to evolve* combines curiosity with resilience: we are open to new ideas, adapt with confidence, and stay focused even when change accelerates.

Bringing it all together, *Unite to achieve more*: we build the conditions for collaboration and trust to thrive - using our diverse strengths to create results none of us could achieve alone.

Together, the principles form our way of leading - one that supports our people, strengthens our culture, and enables our strategic ambitions.

We lead, together.



Own it to drive it



Explore to evolve



Unite to achieve more

# Own it to drive it

Leadership at DOVISTA begins with taking ownership and putting ourselves in the driving seat. When we act, things move.

*Own it* means stepping forward and acting with intent. It is about being accountable for our own area. Yet it extends beyond that - it means acting in DOVISTA's best interests across functions, brands, and countries

*Drive it* means creating clarity, proactively aligning with others, and following through, turning direction into progress. When we behave as role models, we show others what good looks like.

When we *Own it to drive it*, we make people's work easier and enable them to deliver a

smoother and more reliable experience for our customers.

**Examples of how we bring it to life:**

**Act like DOVISTA is your own business**

*I make thoughtful decisions, follow through on commitments, and take full responsibility for the outcome.*

**Set direction and drive results**

*I create clarity around priorities and align with the people I work with to deliver results.*

**Clear roadblocks and simplify complexity**

*I make clear decisions, remove obstacles, and keep us focused on what matters most.*



**Your turn**

Ask yourself: Where is it essential that you take full ownership and follow through to help DOVISTA succeed? Leadership at DOVISTA begins with you - and when you own it, you drive it.



*Taking on responsibility is about you as a leader - taking full ownership and acting as if it were your own business.*

Juliane Bürki, Manager, Logistics Triptis, Gomla, Rudersberg, Operations, Germany



*Leadership, for me, is about turning challenges into opportunities for growth and development. By seeking fresh perspectives and new ideas, we can drive real improvements.*

Paulo Barbas, Logistics and Purchasing Manager, Operations, Norway

## Explore to evolve

There's little we can be sure of, except that change never stops at DOVISTA. As leaders, we don't just respond to change - we use it to learn, adapt, and grow stronger together.

*Explore* is about staying curious and open to new ideas, inviting others to do the same. It means asking questions, exploring different perspectives, and learning continuously to find better ways forward.

*Evolves* is about turning opportunities into long-term strength and sustained progress. It means adapting with confidence and helping others stay calm and focused, even when change accelerates.

When we *Explore to evolve*, our customers experience a company that listens, adapts, and keeps creating value that lasts.

### Examples of how we bring it to life:

#### **Pursue opportunities for improvement**

*I actively seek fresh perspectives and new ideas and use them to find better solutions.*

#### **Adapt with the long-term perspective in mind**

*I make timely adjustments when things change, without losing sight of quality or our long-term goals.*

#### **Bring clarity in the face of uncertainty**

*I stay calm, make confident decisions, and help others stay focused and aligned.*



### Your turn

Ask yourself: Where could you be more curious, and what can you test with your team to make improvements? Exploration drives progress - and that's how you move DOVISTA forward.

# Unite to achieve more

As leaders at DOVISTA, we know that we are stronger together. The more connected we are, the stronger we perform as One DOVISTA.

*Unite* means including others in meaningful ways, valuing different perspectives, and collaborating to turn our differences into stronger ideas and better results. When we align early, build trust, and celebrate achievements, we create momentum and unity across DOVISTA.

*Achieve more* means turning our shared effort into stronger performance and better outcomes. When we align on purpose and direction, collaboration turns into impact - and we achieve more together than we ever could alone.

When we *Unite to achieve more*, our customers experience One DOVISTA, no matter who they

talk with, and receive seamless solutions - delivered smarter, faster, and with higher quality.

**Examples of how we bring it to life:**

**Connect to build shared commitment**  
*I connect people across functions, inspiring shared commitment and a sense of belonging.*

**Invite different perspectives**  
*I include multiple perspectives to improve our thinking and create stronger outcomes.*

**Acknowledge efforts and wins**  
*I celebrate our achievements with energy, giving credit where it is due across teams.*



**Your turn**  
Ask yourself: How well do you connect across functions and recognise others' contributions? The more you unite people around a shared purpose, the more we achieve - together.



*We must appreciate our teams and individuals every day - recognising role model behaviours, honesty, and authenticity. When we hire, character is very important.*

Ewa Sacewicz, Sales Support Director, Commercial, Poland

# Voices from our leaders

*A strong people leader operates with integrity, fairness, and consistency - not just dragging people along but mentoring, encouraging, and getting the best out of them.*

Lou Wallace, Operations Manager, Commercial, United Kingdom



*A true leader is a role model when they are present, have the courage to speak up, and do so every day. They never stop reflecting.*

Linda Wetterborg, Commercial Country Leader, NO & SE, Sweden

*Strong leadership is built on good principles - representing the company with integrity, showing courage in taking responsibility, and actively involving and developing your employees.*

Henrik Fagerhof, Senior Plant Director, Operations, Sweden



*The best leaders build trust by being transparent, involving others early, and celebrating shared achievements. That's how collaboration turns into results.*

Marcel Koller, Branch Manager Region Central, Commercial, Switzerland

# Bringing the principles to life

Bringing the Model Leader Principles to life is both a personal and shared responsibility. As leaders, we do this through our daily actions - in how we connect with our peers, support our people, and engage with customers.

Every decision, interaction, and conversation is an opportunity to demonstrate strong leadership. By living the principles, we build credibility, strengthen trust, and shape the leadership culture that drives our performance forward.

The principles are also built into how we work as an organisation. They guide how we recruit,

onboard, develop, and evaluate our leaders, ensuring clear and consistent expectations across all people processes. They provide a common framework that connects our leadership mindset to daily practice - from setting goals to giving feedback and driving performance.

In this way, the principles link personal accountability with organisational structure, ensuring that leadership at DOVISTA is both lived and embedded in how we lead every day.

**Live the principles every day - let them guide your choices, inspire your team, and shape our culture.**

**We lead, together.**

**DOVISTA**