

Employee handbook



Indhold

3

Welcome

4

Our story

6

Values

12

Our organisation

14

Geographical split

15

The board

Welcome

Welcome to Whiteaway Group (and our handbook) – and thank you for accepting the challenge! We are excited for you to begin your journey with us. Ready to go?

You've joined a competent and ambitious group of people who are eager to grow – together. We thrive on success but know that the journey is just as important. We will make sure to onboard you properly from the get-go, but until then, this handbook will be the perfect place to start. Here you will gain a sense of who we are, learn about our ways of

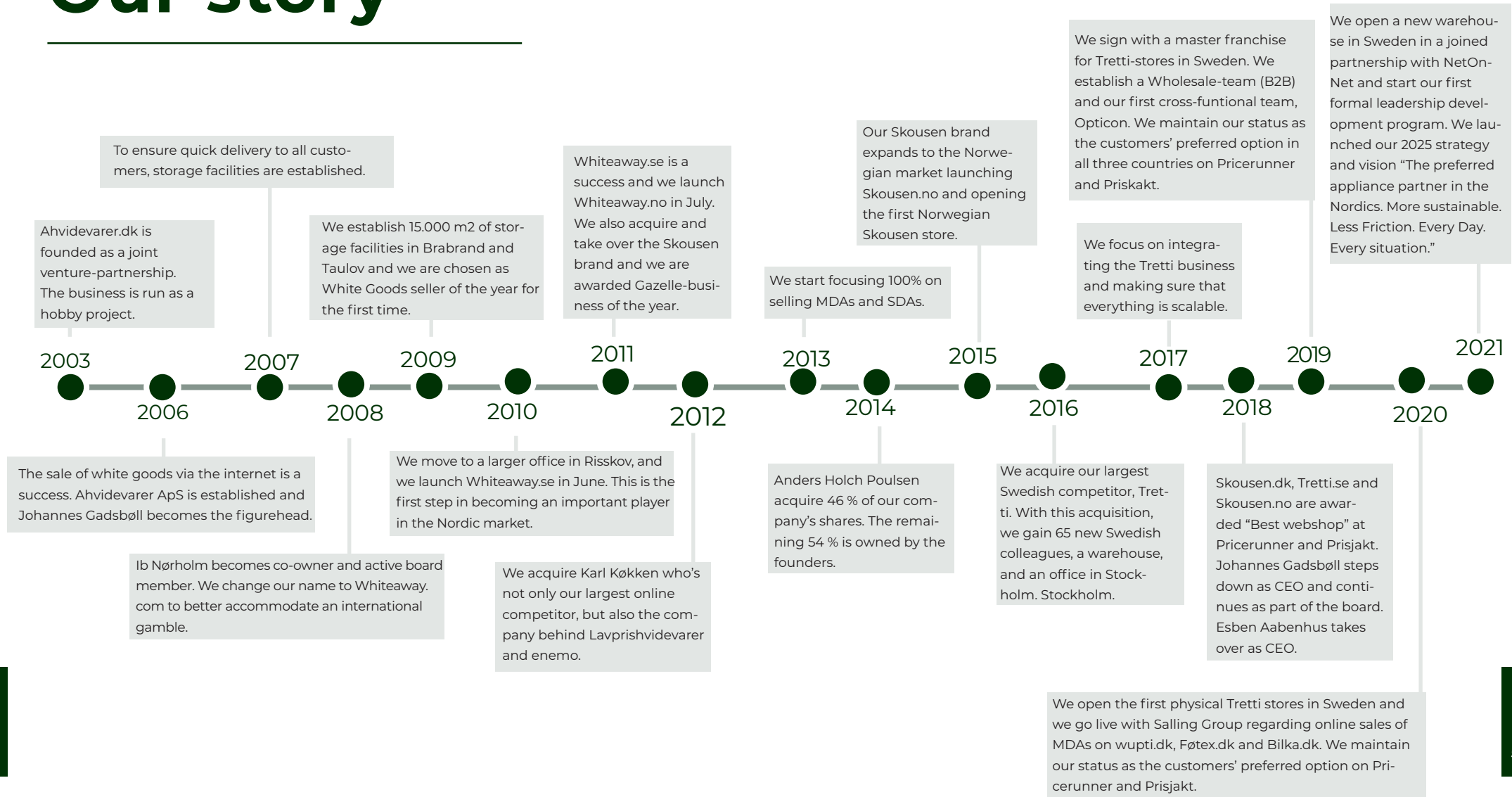
working, and find loads of relevant information. And remember, we are here to help you settle in, so please don't hesitate with any questions you might have.

We are excited for us to begin working together and can promise you fun, challenging, and exciting times ahead. Come, be you, and let's move the business forward!



Best regards,
Thomas Zeihlund
CEO, Whiteaway Group
E: tz@whiteawaygroup.com

Our story



Values

At Whiteaway Group we are guided by values more than a strict set of rules and procedures.

We do so, as we believe that a common set of values give us the best chance of navigating situations that are oftentimes dynamic and complex. Our values are our shared compass.

We believe that a value-based approach also creates the best framework for independent thinking, decision-making, and ultimately for fulfilling one's full potential as it leaves room for the individual.

We have defined five values that, put together, provides a clear picture of how we are all supposed to go about our work at Whiteaway Group.

Our expectations to you as an employee directly correlate to our values. We expect you to actively consider our values and how to make them a natural part of your work life.

1



It is about people

At Whiteaway Group we depend on happy customers. Committed and accountable employees are at the heart of our DNA.

Regardless of our roles, we are all able to put ourselves in the place of our customers. Our customers' experience is our beginning and end. The will and ability to live this principle exists within each and every one of us – but only when we live it together, will we succeed.

Customer first

We fight to achieve and maintain our customers' trust. Each customer must experience an individualized treatment. We go the extra mile and encourage each other to go beyond fixed procedures if it improves the customer experience.

A wow experience

We are not satisfied with being average – we strive to go above and beyond what is expected of us. We differentiate ourselves from our competitors by delivering a superior experience. We want to create a wow experience for all parties and our enthusiasm must affect those around us.



2

Create growth

We are driven by growth. We benchmark our performance against the very best and our goal is to do even better.

Development is key

We recognize that the world and our markets are ever changing – what was great yesterday might be insufficient today. We seek growth and development for our organisation and our people. When we hire new employees, we raise the bar and aim to employ people who are more skilled than we are.

We are courageous

When chasing growth, mistakes will occur. We are not afraid of making mistakes. They are valuable lessons that allow us to work smarter and make better decisions in the future. We use the build-measure-learn model – we build the plane while flying it – and we

learn throughout the process. We are critical of our own development. We change what does not work.

Surfing on chaos

To thrive here, you need to be open to change. Chasing growth means a constant change in the way we do business - at all levels. It will be chaotic at times, but to us it is essential to challenge the status quo and develop new ways to reach our goals. We help each other navigate safely through the chaos and are open about the challenges we face along on the way. Even in challenging times, we keep a professional and focused exterior.



3

Build open and honest relations

We do not run from hard or embarrassing truths. We face them head on. It is better to be open and honest about the state of things than to hide the truth.

Constructive criticism

We are critical of ourselves and our team. We challenge decisions we do not agree with, even if it gets uncomfortable or exhausting. We are open to those who constructively challenge decisions and practices. When a decision has been made, we are loyal to it and stand by it. We voice our concern directly to those responsible.

Communication and knowledge sharing

It is essential that we are thorough and inclusive when communicating to ensure that each team and employee have the best

possible foundation to perform. We welcome any initiative that heightens the level of information available – increasing insights across the organisation. Knowledge sharing is key, and we must stay curious about each other's tasks.

We want to create open and honest relations across Whiteaway Group and with our customers, vendors, and other collaborators.



4

Do more with less

To succeed in our market, we must be able to sell at the lowest price. To do so our costs must be equally low. We take pride in delivering great results with the fewest means possible.

Commercial nous is key. Growing the business profitably excites us.

Blindly believing in something because it looks good is not our way. We are guided by facts and common sense when evaluating substance and integrity.

Invent and simplify

We prefer simplicity and praise those who invent new and more simple solutions. We take initiative to optimize and simplify processes.

We question the norm and are willing to change if someone has a better idea. We prefer a short and simple path from idea to execution.

We are not impressed by big investments, a large number of employees, numerous working hours, and high costs. Our ability to deliver results is essential and what motivates us.



5

Be humble

To us, being humble is a virtue, a positive trait we live by.

Even the best can improve

We celebrate our successes. However, we are never arrogant, and we treat others the way we would like to be treated. Success is not a laurel to rest on, success is a springboard to new heights.

We realise that someone somewhere is smarter than us. We strive for inspiration and the possibility of new learnings and potential change.

Seek to understand

Our existence depends on our ability to adapt to our current market. We will only succeed if we continuously interpret and adapt to our customers' and collaborators' wishes and needs.

Our organisation

Management

Our upper management level is referred to as our Management team. People included will have Chief in their job title. They hold strategic and financial responsibility for Whiteaway Group covering all business units.

E-commerce

Monitor, plan and set all activities for our web shops to ensure the best sales and earnings – and customer experience. Organised in sales teams for each Scandinavian market with various consumer brands, supported by colleagues in the marketing team (content and campaigns), and our in-house media bureau ensuring traffic to sites across all consumer brands.

Group Marketing

Consists of two teams – Creative and Media.

Responsible for ensuring a coherent customer experience and journey throughout our different channels and brands. Group Marketing are responsible for planning, initiating, and creating omnichannel sales and marketing campaigns and projects that continuously ensure greater numbers and results for both our stores and our webshops.

Supply Chain

Is organised in team Purchase and Logistics. Purchase is responsible for ordering products, supplier negotiations, prices/assortment management as well as implementing new categories. The Logistics team ensures the right delivery at the right time through 3rd party agreements with distributors and warehouses. The Logistics Operations team manages customer orders in our systems and ensures that the orders are delivered, as

well as returned goods are handled, the customer contact is handled by the After Sales and Delivery teams in all markets.

Tech

Consists of three teams: Digital Product, IT Development, and IT Operations & Support - and has colleagues located in the cross-functional teams (called Opticon and deluxe). Digital Product ensures that new tech solutions support the right business needs in close dialogue with colleagues around the organisation. IT Development build, code, and test it. IT O&S is responsible for well-functioning network, servers, and hardware for both colleagues at Group offices and retail stores.

Finance

Is responsible for financial and accounting-related tasks across the organisation. Central reporting via data processing and analysis is placed in the Business Intelligence team. Finance has an Accounting team, which handles invoice flows (customers, suppliers, and stores) and payrolls for employees. The Controlling team creates reports, manages Business Reviews with Sales Managers, and ensures transparency in reporting. In addition, Finance has a Legal unit responsible for legal and compliance.

People & Performance

Is responsible for corporate communication, employer branding, attracting, developing employees, supporting recruitment, work environment, as well as administrative tasks such as generating contracts. P&P works closely with managers across the business.

CSA Sales (Customer Success Agency)

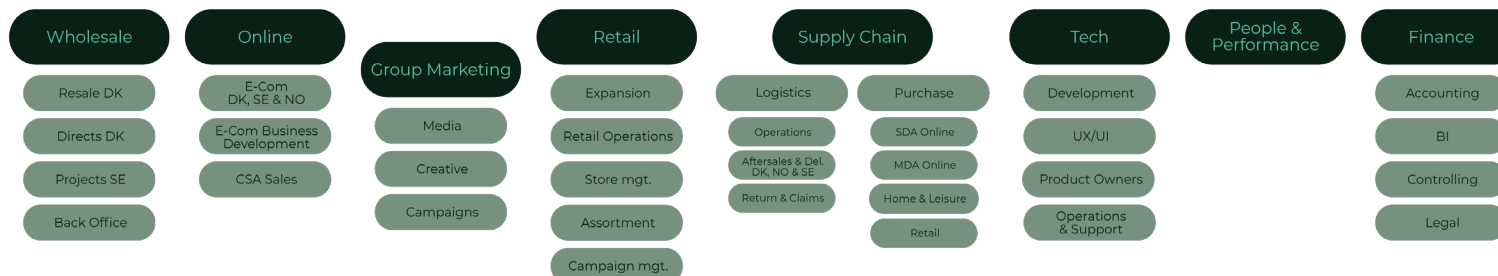
Covering all three markets, Sales Specialists guide customers (mail, phone, and chat) before or just after the purchase in finding just the right product, for the customer and for us.

Retail

The Skousen stores in Denmark and Norway as well as the Tretti stores in Sweden are crucial to our business model. Stores are franchise-driven and dependent on the local franchisees and on great locations. The Retail unit is organised within expansion, operations, and sales – including Retail Managers working close to our stores.

Wholesale

In 2019 we started a business unit focusing on sales to professionals in Denmark, and later in Sweden. Wholesale is a broad-based channel selling to housing associations, construction projects and supply to local authorities - project based, via our wholesale shop, or in partnerships like NetOnNet in Sweden. The unit is organised in Project Sales, Key Account Managers, and a back-office team.



Geographical split

Denmark

All Group functions are represented in the Aarhus office: Furthermore, we have Wholesale Key Account Managers and Retail Managers working remotely covering different regions.

Sweden

In the Stockholm office we have colleagues in CSA Sales, After Sales, Delivery, Wholesale and E-commerce focusing on the Swedish market.

Norway

We have Group colleagues in Norway working remotely within Retail, supporting our Norwegian franchise stores.



The board



● Johannes Gadsbøll
Chairman of Board and founder of Whiteaway Group



● Ib Nørholm
Founder of Japan Photo.
Private investor with shares in a long line of businesses



● Jon Kristensen
Lead Business Developer



● Lise Kaas
CEO in Heartland, which is the holding company owned by Anders Holch Povlsen



● Lars Fløe Nielsen
Founder of Sitecore and board member in Tech and start-ups