



AXCEL

Annual Review  
**2015**



# 02

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# 03

# Constancy in change

Axcel's goal is to be the leading Nordic mid-market buyout firm and deliver high and consistent returns. The ongoing succession process is ensuring a smooth transition with a view to Axcel's continued development.

The global economy has moved down a gear in 2016 with weak data and increased risk. Given the major challenges facing the EU cooperation and greater uncertainty about China, conditions remain unstable. This may have implications for the Nordic region, but the overall outlook here is still positive.

Despite this uncertainty, continued high share prices are propping up the private market. It is a good time to sell companies, and Axcel has taken full advantage with the disposal of kitchen manufacturer TCM, logistics specialist LGT and BB Electronics. The last of these exits finally brought an end to the original fund Axcel I, with only Axcel III and IV now active. Read more about the Nordic M&A market later in the report.

Axcel has also managed to make new investments. Both Conscia and LESSOR Group (subject to approval) are in the rapidly expanding market for IT services, and IT has now accounted for four out of the ten investments made by Axcel IV. To some extent, this reflects the shift towards an increasingly knowledge-based industrial structure in the Nordic countries. Following the exit from Cimbria and the merger of Silkeborg Data with EG, Axcel IV now has a portfolio of eight companies, including LESSOR.

A steady stream of add-on investments is essential at companies where Axcel is pursuing a buy-and-build strategy, such as Netel and EG. Both companies have made acquisitions as part of their value creation process, and Axcel has now made more than 80 add-on investments since 1994. All told, Axcel's activity levels are around the historical norm, averaging

two platform investments and three or four major add-ons each year.

With economic growth still relatively low, companies need to continue to generate their own topline growth, so the bulk of the value added to Axcel's investments will be through active ownership rather than leverage or multiple expansion. Over the years, Axcel has developed a structured value creation model called AXCEerate, which helps the firm actively and systematically steer portfolio companies in the right direction.

Axcel embarked on a succession process of its own in 2015. Christian Schmidt-Jacobsen began as Co-Managing Partner at the start of 2016 and is due to take on full responsibility for Axcel's operations by the time the raising of the next fund, Axcel V, starts up at the end of the year. Our strategy and ambition, however, are unchanged: Axcel still aims to be the leading Nordic mid-market buyout firm in terms of returns.

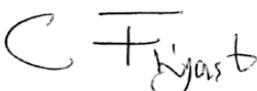
There has also been a change of CFO with the arrival of Peter Nyegaard last summer after more than 25 years at Norddea. Read more about Axcel's new organisation later in the report.

Axcel V's success will depend on more than just our own ability to enhance companies through active ownership. Fundamental business conditions also need to be in order. In this context, we have carried out two important projects under the auspices of Axcelfuture on education and the IPO market in Denmark. Improvements in these areas will enable us to continue to make good Danish companies even better.

## 04



**Niels B. Christiansen**  
Chairman



**Christian Frigast**  
Managing Partner

# Investment results 2015

Good results at Axcel IV underpin a stable performance and confirm Axcel's position as one of the leading Nordic private equity houses.

Axcel generated a total investment profit of DKK 193 million in 2015. Axcel IV contributed DKK 153 million of this, due mainly to increases in the value of the Swedish portfolio companies Netel and Nordic Waterproofing.

Raised in 2010/11, Axcel IV had made nine platform investments and 30 add-on investments by the end of 2015. Following the sale of Cimbria and the merger of EG and Silkeborg Data, the fund had seven companies in its portfolio on 31 December.

The fund's overall performance is top-drawer for comparable Nordic funds of the same vintage, which has to be seen as satisfactory. It is still too early to say anything about the final return on the fund, but experience shows that a fund's first few years are often telling.

Given the prospect of subdued economic growth and continued low interest rates in the Nordic region, we are continuing to focus on companies' own capacity to generate growth. The investment results for all of Axcel's funds in 2015 can be seen in the table below.

Axcel III remains the best-performing fund in Europe since 2005.

## The year's transactions

2015 brought one new platform investment, IT company Conscia, which has made a good start and is performing well. One further platform investment has been agreed so far in 2016, IT company LESSOR Group.

Axcel I's last remaining company, BB Electronics, was sold in 2015 to a group of directors and employees. No longer having any active investments, the fund has now finally been wound up.

Axcel III also sold logistics company LGT and kitchen producer TCM during the year, leaving just two companies in the portfolio, Ball Group and Driconeq.

## Overview of Axcel's investments

Since 1994, Axcel has invested a total of DKK 7.8 billion in Nordic companies and paid out DKK 24.3 billion to its investors. With current portfolio companies valued at DKK 2.6 billion, this means that Axcel has multiplied investors' capital by a factor of 3.4.

### Axcel's investment results

(DKKm)	2015	2014	2013	2012	2011
Axcel III	3	1,743	4,509	2,274	-6,971
Axcel IV	153	134	146	390	-
<b>Total</b>	<b>156</b>	<b>1,877</b>	<b>4,655</b>	<b>2,664</b>	<b>-6,971</b>

### Axcel's investments and value of invested capital

(DKKm)	Axcel III	Axcel IV	Total
Invested capital	2,681	2,103	4,784
Proceeds from invested capital	18,190	622	18,812
Valuation of companies	323	2,305	2,628
Value of invested capital	18,513	2,927	21,440
Return multiple	6.9	1.4	-

# Axcel's key figures

The charts below show the environment in which Axcel works, the 43\* companies in which we have invested, what their strategies are, and how long Axcel has owned the companies.

## Axcel's acquisitions

Axcel's acquisitions are generated to a great extent through Axcel's network, but also through cold calls, investment banks and advisors.

# 06



1. Cold calls (5):

# 12%

2. Axcel's network (24):

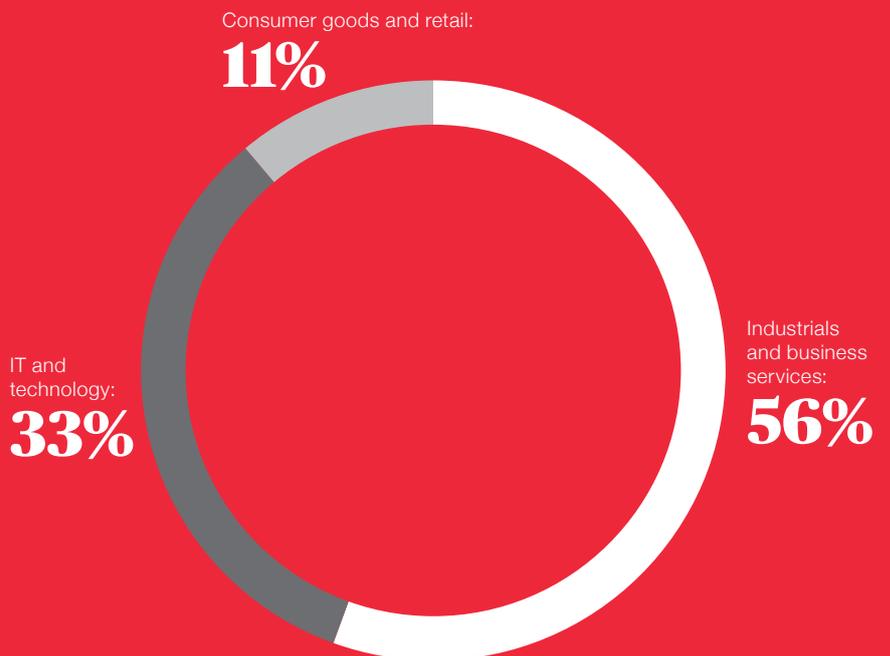
# 56%

3. Investment banks (14):

# 32%

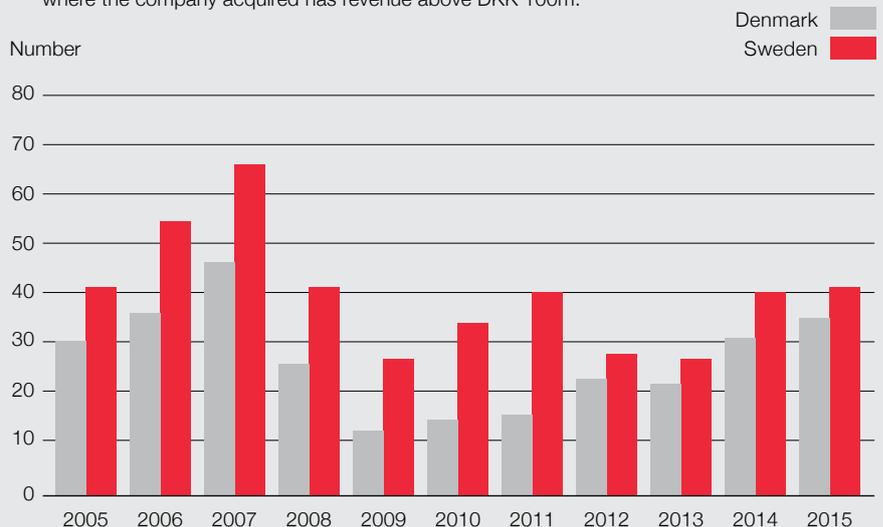
## Axcel's companies by sector

Axcel has mainly acquired companies within manufacturing and business services.



## Danish and Swedish buyouts in Axcel's segment

Axcel's segment is defined as transactions involving a private equity fund, where the company acquired has revenue above DKK 100m.

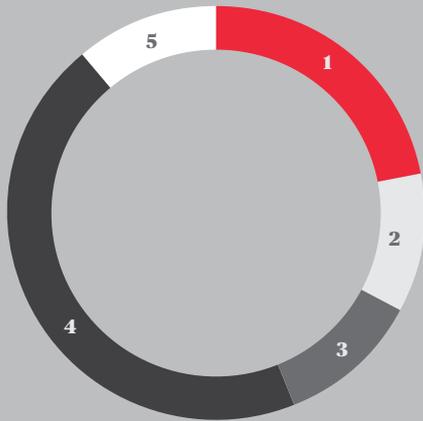


\* In March 2006, an agreement was concluded to acquire LESSOR Group, which is not included in the 43 companies.

### Axcel's existing investments by year of investment

The majority of Axcel's 9 existing companies have been acquired since 2011.

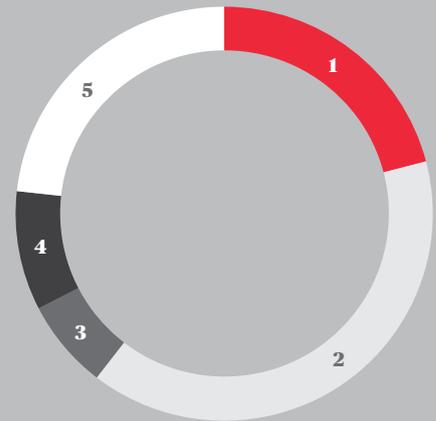
- 1. 2007: **22%**
- 2. 2011: **11%**
- 3. 2012: **11%**
- 4. 2013: **45%**
- 5. 2015: **11%**



### Axcel's investments by size (equity in DKKm)

Axcel invests primarily in medium-sized Danish and Swedish companies. The values in the chart are the size of Axcel's equity investment since Axcel I.

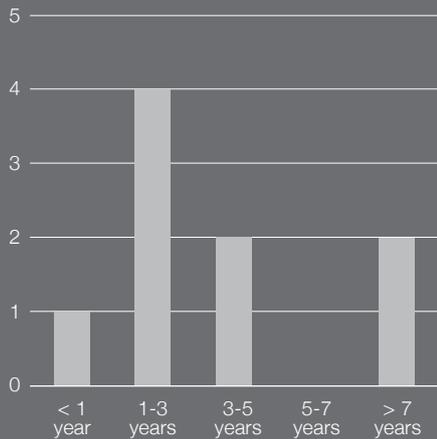
- 1. < 75: **21%**
- 2. 75-150: **40%**
- 3. 150-225: **7%**
- 4. 225-300: **9%**
- 5. > 300: **23%**



### Existing companies by length of ownership

The majority of Axcel's existing companies have been owned for less than 7 years.

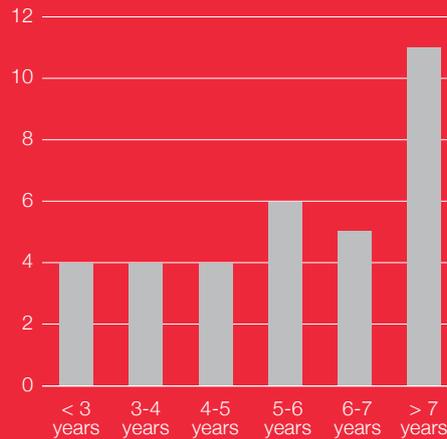
Number



### Exits - how long Axcel held the companies

Axcel has sold a total of 34 companies, the majority of which were owned for at least five years.

Number

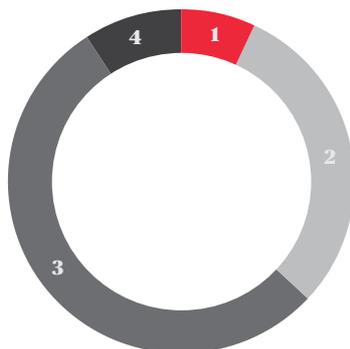


# 07

### Axcel's strategies for value creation (by value of investment)

Almost half of Axcel's investments are buy-and-build cases, where value is created through a combination of organic growth, acquisitions and realisation of synergies.

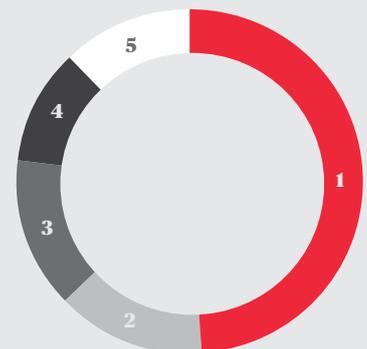
- 1. Focus on core areas (3): **7%**
- 2. Organic growth (13): **30%**
- 3. Buy and build (23): **54%**
- 4. Restructuring (4): **9%**



### Who Axcel acquired its companies from

Axcel has mainly acquired its companies from families.

- 1. Family (21): **49%**
- 2. Industry (6): **14%**
- 3. Delisting (6): **14%**
- 4. PE fund (5): **11%**
- 5. Other (5): **12%**



## The year's exits

Axcel made three exits in 2015. Axcel III sold LGT to Litorina and TCM Group to IK Investment Partners, Axcel IV sold Silkeborg Data to fellow portfolio company EG, and a management buyout at BB Electronics means that Axcel I has now been wound up.

MARCH 2015

**LGT** Axcel sells LGT Logistics, the Nordic leader in furniture logistics, to Litorina. Under Axcel's ownership, the company strengthened its position in the Nordic countries, moved into the Baltic States and expanded its logistics offering to include distribution direct to consumers.

DECEMBER 2015

**TCM Group** Axcel agrees to sell TCM Group, one of Scandinavia's leading kitchen manufacturers, to funds advised by IK Investment Partners. Under Axcel's ownership, the company made key operational improvements and grew into one of Europe's most profitable kitchen makers.

SEPTEMBER 2015

**Silkeborg Data** Silkeborg Data is sold to EG. The combination of EG's existing business in the public sector and Silkeborg Data has created a strong and strategic player in the market for digital solutions in the sector.

FEBRUARY 2016

**BB Electronics** Axcel agrees to sell BB Electronics to a group of investors representing the company's board and management, thus securing a sound basis for its continued operation.

# 08

## The year's investments



MAY 2015

**Conscia** Axcel acquires a majority holding in IT company Conscia, which supplies and services business-critical IT infrastructure, from a consortium of shareholders including Via Venture Partners. The company's management has retained a significant stake.



MARCH 2016

**LESSOR Group** Axcel acquires LESSOR Group, a specialist in IT-based payroll and HR systems under the brands LESSOR and Danløn. Axcel will continue to pursue the growth plan that has helped the group build a leading position in the market for payroll systems for private companies.

## New faces at Axcel in 2015



CO-MANAGING PARTNER

**Christian Schmidt-Jacobsen**

Christian Schmidt-Jacobsen holds an MSc in Economics. Most recently CFO at Icopal, he also has experience from Chr. Hansen and Danske Bank Corporate Finance as well as from Axcel itself (1999-2005).



CHIEF FINANCIAL OFFICER, PARTNER

**Peter Nyegaard**

Peter Nyegaard holds an MSc in Economics. He previously spent more than 25 years at Nordea, most recently as a member of the Group Executive Management and COO of Wholesale Banking. Peter has overall responsibility for Axcel's finance functions, fund management and investor relations. He is also chairman of Danish bank FIH.



INVESTOR RELATIONS OFFICER

**Jesper Breitenstein**

Jesper Breitenstein holds an MSc in Finance and Accounting. He was most recently Head of Investor Relations at Matas after working as an equity analyst at Carnegie, Alfred Berg and Nordea.



AXCEL ADVISORY BOARD MEMBER

**Magnus Lindquist**

Magnus Lindquist is Co-Managing Partner at CORDET Capital Partners LLP. Past experience includes as partner/investment professional at Triton Advisors AB (2008-15) and Group Vice President and CFO at Autoliv Inc. (2001-08).

## The year's add-ons

### Delete Group

MITAB, MAY 2015

Swedish industrial cleaning company based in Sundsvall. The acquisition extends Delete's geographical footprint in Sweden to include key cities north of Stockholm.

SPRÄNGSOTNING, JUNE 2015

Swedish industrial cleaning company using a blast-cleaning technology, an area new to Delete. The acquisition extends Delete's geographical footprint to include the area around Gothenburg, Sweden's second-largest city.

KUISMA, AUGUST 2015

Finnish industrial cleaning company based in an industrial area in the southeast of the country where Delete has not previously operated.

CL MILJÖ, OCTOBER 2015

Swedish demolition company based in Norrköping with activities nationwide and an office in Stockholm, where Delete has not previously had a presence.

DEMCOM, MAY 2016

A final agreement on the acquisition of DemCom is due to be signed on 31 May, taking Delete into the heavy demolition market in Sweden and positioning the company for major new projects in the country.

### Netel

TELOG, MARCH 2015

Finnish fixed-line and mobile telecom network and power grid company that will give Netel a solid platform in Finland. Netel has a 60% stake with an option on the remaining 40%.

MEDAM, APRIL 2015

Swedish microtrenching company using a new technology well-suited to fixed-line installations that will enable Netel to operate even in harsh winter conditions.

PP NORWAY, APRIL 2015

Norwegian fixed-line telecom network company focusing on the fibre-to-the-home (FTTH) market.

ICT, APRIL 2015

Swedish fixed-line telecom network company with a geographical footprint and resources that complement Netel's.

### EG

MEDIUS, JANUARY 2015

The acquisition of IT consulting firm Medius Dynamics positions EG as one of Sweden's three largest Dynamics AX partners.

STRATO, FEBRUARY 2015

The acquisition of Strato positions EG in the market for property management solutions.

NAV FASHION, MAY 2015

Custom IT solutions for footwear, sportswear and textile companies.

SILKEBORG DATA, NOVEMBER 2015

See the year's exits on page 8.

E-MERGENCY, FEBRUARY 2016

Welfare technology and software.

## Axcel joins global private equity network

Axcel has teamed up with other mid-market PE firms in Europe and the US to form a new network that aims to help its members work more internationally. The aim of the Alliance for Global Growth (AFGG) is to share knowledge and best practices between member firms.

The AFGG will have a secretariat for the exchange of knowledge and experience, and members will be able to make use of one another's resources in a similar way to international alliances of accountancy and law firms. Member firms come from different geographies and will not therefore compete for either investors or deals, with the result that the alliance can be about how members can support each other's businesses.

"As a mid-market PE firm, we now have to think internationally in almost everything we do," says Peter Nyegaard, Partner and CFO at Axcel. "This applies not only to attracting and servicing investors, but also to developing our companies. It's a matter of helping them

transition from being strong local players and expand internationally, as we've done with PANDORA, EskoArtwork and Cimbria."

### Besides Axcel, the AFGG comprises:

Brentwood Associates (*Los Angeles*)

Dunedin (*London*)

Finatem (*Frankfurt*)

Harris Preston & Partners (*Austin*)

Nazca Capital (*Madrid*)

Nixen (*Paris*)

Silver Oak Services Partners (*Chicago*)

Stone-Goff Partners (*New York/Boston*)

Wincove Private Holdings (*New York/Boston*)

## Axcelfuture 2015/2016

The overall focus of Axcelfuture is on framework conditions for Danish business. The past year has seen Axcelfuture focusing in particular on the IPO market and education.

In March 2016, Axcelfuture hosted a conference on how to make the most of the massive investment being made in the Danish education system.

And April brought a conference looking at how to breathe more life into the Danish stock market and get more capital into small- and mid-cap companies.

Both conferences led to detailed reports that can be found on Axcelfuture's website, [www.axcelfuture.dk](http://www.axcelfuture.dk) (in Danish only).

# New Managing Partner at Axcel

Christian Schmidt-Jacobsen joined Axcel as Co-Managing Partner in December 2015. Once Axcel IV is fully invested, the new management structure will finally fall into place.

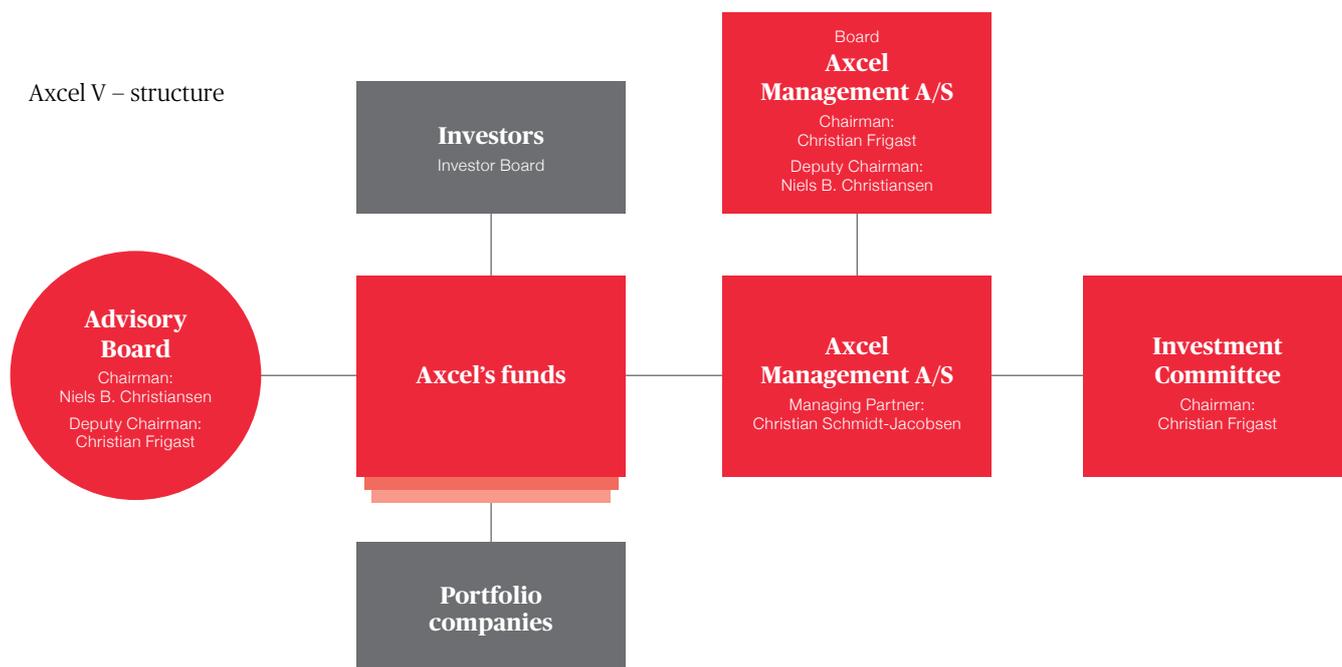
2016 will see the start of work on raising Axcel's fifth fund, and Christian Schmidt-Jacobsen will be at the helm after leaving his position as CFO of building materials group Icopal after seven years to become Managing Partner at Axcel. Christian has a real breadth of experience, having previously worked at Axcel, Danske Bank Corporate Finance and food ingredients company Chr. Hansen. Both Chr. Hansen and Icopal were then owned by PE funds, so all told he has 20 years' experience of working with PE funds.

Christian is currently serving as Co-Managing Partner until Axcel IV is fully invested and gradually easing into his future role.

This will ensure a seamless transition to Axcel's future structure (see diagram below).

In the new structure, Christian Frigast and Niels B. Christiansen will work closely together as Axcel's chairmen. Frigast will chair the management company, which is owned by Axcel's partners and runs the actual funds, with Christiansen as his deputy. Christian Schmidt-Jacobsen will also sit on the board along with two other partners. Meanwhile, Christiansen will continue to chair Axcel's Advisory Board, with Frigast as his deputy.

Axcel V – structure





**11**

Christian Schmidt-Jacobsen is 44, married and has three children.



12

Mogens Bransholm (left) has been at Conscia since 2008, having previously worked at Cisco, and is now Group CEO with responsibility for the whole of Scandinavia. Christian Bamberger Bro (right) is the partner at Axcel responsible for Conscia.

## Conscia takes the next step in its international expansion

Axcel spotted interesting growth potential in Conscia and acquired the company from Via Venture Partners and others in May 2015.

The strategy is to expand internationally, partly through acquisitions.

Conscia generated revenue of around DKK 790 million in 2014/15, up more than 40% on the year before. It was also crowned Best Danish Employer and Best Danish IT Employer in 2014 and very highly ranked in a survey of the best European employers in 2015.

Conscia owes its success to its employees' ability to deliver advanced technical solutions to large and complex clients, together with the company's unique proprietary service system that helps clients manage the units in their networks.

In February 2016, Conscia acquired Norwegian Cisco partner Pundit Networks AS. This came just over a year after Conscia moved into the Swedish market with the acquisition of Cisco gold partner Netsafe International AB. This means that Conscia is now represented across Scandinavia, where it has huge growth potential.

February 2016 also saw Peter Rafn take over as CEO of Conscia Denmark, while Mogens Bransholm became Group CEO and will focus on maintaining Conscia's growth trajectory across the three countries.



# Axcel sells kitchen company TCM Group

After making major operational improvements at TCM Group, one of Scandinavia's leading kitchen manufacturers, Axcel agreed at the end of 2015 to sell the company to IK Investment Partners.

Under Axcel's ownership, TCM Group developed into one of Europe's most profitable kitchen makers despite being hit hard by the financial crisis. A raft of operational improvements helped take the company's earnings margin from 6% before the crisis to more than 15% today. Revenue growth has been fuelled primarily by constant product innovation and a sharp focus on customer satisfaction.

TCM has increased its market share in Denmark in recent years and has considerable potential across Scandinavia after successfully entering the Norwegian market. The company delivered growth of more than 20% in 2015, thanks partly to the kitchen and bathroom market beginning to recover.

TCM Group is well-known in Scandinavia for its Svane Køkkenet and Tvis Køkkener brands, which have a total of 70 stores in Denmark and Norway. The company mainly serves the Danish market but is increasingly looking abroad.

# The Nordic M&A and IPO market

Once upon a time, the Copenhagen Stock Exchange was the place to buy and sell companies and for companies to raise capital.

# 14

The listings were awash with small and unfamiliar companies from all walks of industry. And it was not that long ago: no fewer than 115 new companies were admitted to the exchange from 1983 to 1985, including 27 in the newly created marketplace for small companies, Børs 3<sup>1</sup>.

The listings were awash with small and unfamiliar companies

As the heady days of the 1980s gave way to the altogether more sober 1990s, the flood of IPOs dwindled into a trickle and Børs 3 died a death. Its successor, First North, fared little better – the M&A bandwagon had reached Denmark, companies had found other sources of capital, and their owners had found other ways of selling them.

Despite various initiatives, the Danish business sector has been hit hard by a shortage of risk capital. The Danes use the stock exchange mainly to trade in shares, whereas the Swedes also use it to raise capital. This has taken its toll on Denmark both as an economy and as a society. This is confirmed by a report on the Danish IPO market published by Axcelfuture in April 2016 to kick-start debate on how we can make the stock market an attractive marketplace once again for small- and mid-cap companies.

The proportion of small-cap growth companies is much lower in Denmark than in Norway and Sweden, not to mention the US. Fewer gazelle companies and slower growth mean fewer IPOs. The report concludes that Denmark is missing out on the direct boost to prosperity that comes from stronger growth and returns at the growth companies themselves.

Part of the problem – and the solution – may very well lie with the stock exchange. A comparison with the other two Scandinavian countries shows that IPOs play a far smaller role in Denmark. But why is this? After all, the differences between the three countries' industrial structure and legislation are very limited by international standards.

The Danish market for IPOs at companies with a market value of less than DKK

1.5 billion has more or less dried up in recent years, which has generally made it hard to get new companies on the exchange. A total of 81 companies have come to market in Sweden since 2014, and only four in Denmark. There are plenty of transactions, but they are not taking place on the stock exchange.

There also seems to be a difference in risk appetite between stock market investors in Denmark and Sweden. The report finds that the typical IPO candidate is a couple of years older in Denmark than in Sweden across all size categories.

“The companies that are floating successfully in Denmark are typically market leaders in one way or another, so the risk is seen as different than with companies at an earlier stage in their development,” explains Christian Hansen, Head of Equity Capital Markets at Nordea Denmark, in the report.

## Shortage of role models

The big question, then, is why are there so few IPOs in Denmark?

“This has long been a topic of debate, and everyone agrees that we would like to see more, and that there ought to be more, because there's plenty of capital floating around in Denmark,” says London-based Jens Plenov, Global Head of Equity Capital Markets at Danske Bank.

The trouble is that there are few recent instances of companies being launched successfully in transactions under DKK 1 billion. It is not a market where investors have made money in recent years. Which leaves us with the story of the chicken and the egg.

<sup>1</sup> Gudme Raaschou and Kåre B. Dullum (1986): “Børsreform – i dansk og internationalt perspektiv”, *Nationaløkonomisk Tidsskrift*, Vol. 124.

It would help if potential vendors could read in the newspapers about this or that company having a successful IPO. This is confirmed by Søren P. Krejler, Partner at EY Transaction Advisory Services:

“Having as many IPOs as there are in Sweden is almost self-perpetuating – success breeds success. In Denmark, we’ve had a few IPOs that went well and a few that were problematic to begin with, but we haven’t had a tradition of floating small- and mid-cap companies.”

“Another part of the explanation lies in the investor landscape,” says Plenov. “In Sweden, there are numerous mutual fund managers and pension funds with dedicated micro- and small-cap funds looking at this segment.”

This means that there are some large cornerstone investors that can ensure successful IPOs.

“We don’t really have that in Denmark,” Plenov continues. “Many of the pension funds are interested in this segment, but mutual fund managers are more divided. Some want to have at least DKK 50-100 million in an investment, which is hard to achieve with companies of this size – you could end up holding 10% of the company, which could easily prove an illiquid position.”

#### **Bright outlook for M&A**

There are no signs of this picture changing in the near future. There are only rumours of a few major IPOs in the pipeline – whereas the M&A market is thriving. Consultants Bain & Company expect “further strong M&A activity in 2016 with intense competition for many of the companies coming up for sale,” according to Senior Partner Niels Peder Nielsen. The M&A market slowed slightly in the Nordic region last year but is expected to bounce back in 2016.

“Several factors suggest that transaction volumes could remain strong for the rest of the year both in the Nordic region and globally,” says Nielsen. “Interest rates – and so financing costs – remain low, many companies are very well-consolidated and can therefore afford to go shopping, and both Nordic and global PE funds have plenty of dry powder. With a strong dollar and foreign companies’ appetite for M&A,

we can expect a continued flow of foreign industrial buyouts of Nordic companies.” The past 18 months have seen a number of major transactions in the Nordic region with both industrial and financial buyers, including the acquisition of Finnish frequency converter producer Vacon by Danfoss, Denmark’s Universal Robots by Teradyne, and Swedish video surveillance company Axis Communications by Canon. Stand-out PE transactions include EQT’s buyout of Nordic Aviation Capital and IFS, and the purchase of Esvagt by 3i and AMP Capital.

“We’ve seen industrial buyers leveraging their industrial know-how and potential synergies to secure attractive buyouts,” says Nielsen. “Stiffer competition also means that PE funds are competing more intensively on both price and ability to create value, and are using slightly different structures to before, such as partnerships with industrial players, more add-on deals and more small- to mid-market acquisitions.”

#### **Few looking to float**

A consequence of the lack of role models and the bright outlook for the M&A market is that flotation is not seriously on most Danish growth companies’ radar. In the 2015 edition of EY’s annual status report on Denmark’s top growth companies, *EY Entrepreneurship Barometer*, a total of 1,041 companies met the criteria of at least three years of trading, rising employee numbers, at least 15% growth in gross profit or revenue in the last financial year, and positive equity and earnings.

The survey asked the owners of a sample of companies what they consider the most likely path for realising the value of their business. No fewer than 44% answered “sale to another company” (i.e. a strategic or industrial investor) and 25% “sale to a PE fund”, while only 4.5% chose “IPO”. Most of the remaining 26.5% responded that they have not thought about it or that they would sell to a family member.

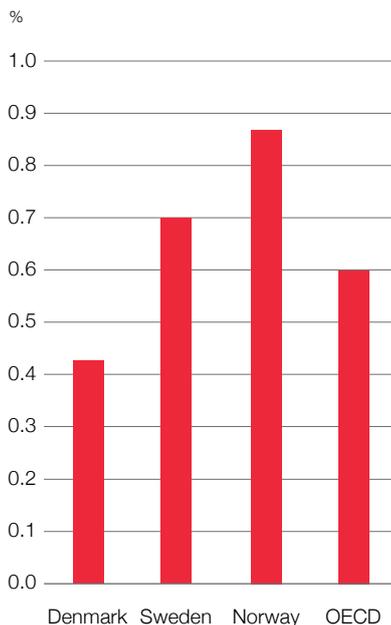
It must, of course, be borne in mind that the companies in the EY survey are relatively small, only 7% of them having more than 200 employees. But it still confirms the impression that floating on the stock market is a long way from most owners’ minds.

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“In Denmark, we’ve had a few IPOs that went well and a few that were problematic to begin with, but we haven’t had a tradition of floating small- and mid-cap companies here”

# 16

Gazelle companies as a percentage of all companies with ten or more employees, 2009



The M&A channel – sale to an industrial buyer or a PE fund – would be their first choice.

Historically, an IPO has not been a realistic option for mid-cap companies, says Christian Blinkenberg, Co-Head of Corporate Finance at Danske Bank:

“The big problem in Denmark is that there hasn’t been an active market for companies in the segment, so there’s uncertainty about both the viability of an IPO and the actual pricing. Will investors demand a big discount for the reduced liquidity normally associated with a small company? If you’re putting DKK 100 million into a small newly listed company, you’re sitting with a really big block of shares that could be difficult to offload.

“In Sweden, there are realistic alternatives not currently available in Denmark in this segment. You’re more likely to see dual-track processes over there where the vendor works on both possibilities.”

Dual-track processes mean that the vendor not only prepares for a sale to an industrial or financial buyer but also takes the first steps towards a flotation.

There are few known examples of such processes in Denmark, one being the sale of Matas. There is also the issue of whether the dual-track approach actually results in a better price. In theory, it should, as the only real way of getting a better price is the threat of floating at a slightly higher price unless the buyer meets a particular price. There have also been a number of well-known cases in Sweden, such as Nordic Cinema Group, which was owned by Ratos and Bonnier and was eventually sold to Bridgepoint following a dual-track process.

But flotations can go wrong. External factors can undermine the market, and very seriously so. At least one private transaction in the past year was originally intended to be public. It got as far as an investor presentation – and then OW Bunker collapsed, effectively closing down the IPO market for some time.

On the other hand, once a company starts exploring the M&A channel, there is a bigger chance of actually ending up with a deal, says Krejler:

“The chances of such a process ending in a sale are reasonably high. A flotation involves elements of uncertainty that are outside the company’s control, and there have been cases of the stock market suddenly reacting sharply to international events that are not necessarily company-specific.”

## Limited pool of companies

Another question is whether Denmark has enough companies that would be well-served by an IPO.

“One key difference to Sweden is, of course, the number of relevant companies,” says Blinkenberg. “In Denmark, few assets of the size we’re talking about are traded each year. There were maybe ten transactions last year with an enterprise value of DKK 1-2 billion, and an IPO would not have suited many of them.”

There have only been a handful of transactions in the mid-cap segment over the past 18 months, including formerly Axcel-owned HusCompagniet, Top-Toy, Nordic Aviation and Esvagt. Fighting for these companies have been a similar number of PE funds. So if all these funds clinch just one deal a year, there will be few suitable IPO candidates left.



Some of these companies would otherwise have been clear candidates, because they have what market players refer to as a “story” – they produce a well-known product, have the potential to be a populist stock and have an established financial track record. Homebuilder HusCompagniet and retailer Top-Toy are prime examples, but ended up being sold privately because the price was right. The message is clear: there are not that many obvious IPO candidates in Denmark.

**Getting more companies to go public**

So how do we get more companies on the stock exchange? It may simply be a case of creating more role models – and a culture of stock ownership. This is entirely possible, and Sweden is a good example of a market where there is now a real culture of stock ownership that has boosted turnover in listed shares (see diagram).

“A number of investors from the pension sector in Denmark have expressed a clear interest in investing in small IPOs,” says Jens Plenov. “So the interest is there.

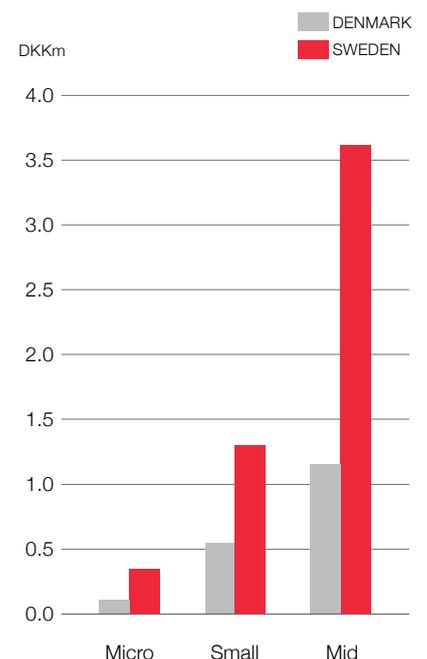
I think what’s needed to get things moving is simply a few good small companies with the guts to go public – companies with healthy growth prospects and decent, transparent earnings. They will obviously need to have a good story to tell, but it doesn’t have to be one of amazing growth. They could very well be companies with solid earnings and a good track record.”

The report from Axcelfuture identifies a number of changes that could help stimulate interest in investing in small- and mid-cap listed companies in Denmark.

These include reducing the taxation of share income to bring it in line with the other Nordic countries. Another is to introduce a share savings account along the lines of the Swedish model, where small investors can invest in financial assets traded in a regulated market. Also recommended are changes to the tax treatment of succession, and the creation of a Danish small-cap fund with associated analyst coverage, both of which could increase the number of cornerstone investors in IPOs at small- and mid-cap companies.

Note:  
 Micro DKK 0-300m  
 Small DKK 300-700m  
 Mid DKK 700-1,500m

Average daily stock market turnover per company



# Axcelfuture's conference 2016

Better education for the benefit of Denmark's well-being and prosperity

On Friday 4 March 2016, Axcelfuture held a conference in Copenhagen on how to make the most of the massive investments in the Danish education system.

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1. Chairmen of Axcelfuture's external Advisory Boards 2014-2016. From the left: Carsten Koch, Eivind Kolding and Mads Lebech.
2. Carsten Koch, chairman of Axcelfuture's Advisory Board, presented Axcelfuture's seven proposals for a more sustainable education system.
3. At the rostrum, Danish Minister for Higher Education and Science Ulla Tørnæs, who afterwards participated in a panel debate alongside Christine Antorini and Carsten Koch.
4. Christian Frigast, chairman of Axcelfuture, with Danish Minister for Business and Growth Troels Lund Poulsen.
5. There was huge appetite for debate in the hall. Here, we see Allan Polack, Group CEO of PFA, sitting with, among others, Karsten Dybvad, CEO of the Confederation of Danish Industry (DI).

## CEO/Chairman Day 2015

At the annual CEO/Chairman Day, the Axcel Prize was presented to an employee in an Axcel-owned company outside top management who had made an extraordinary contribution.

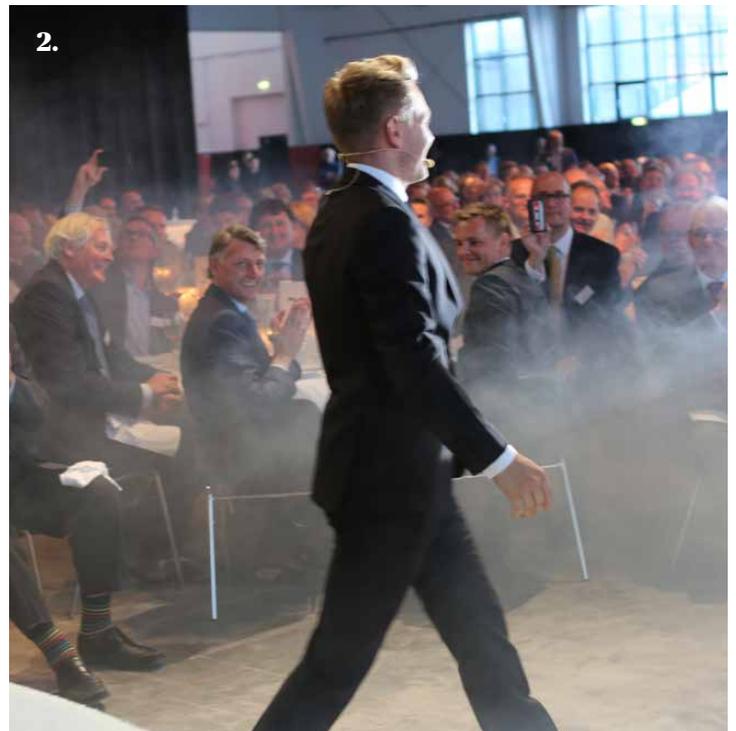
The winner, Brian Nykjær Brandt from Mita-Teknik, was chosen just ahead of the other four nominees: Tommy Starmer from Nordic Waterproofing, Per Knudsen from EXHAUSTO, and Michael Olsson and Thomas Loos from Netel.

The day also included interesting talks focused on talent development from PANDORA CEO Anders Colding Friis and Danish Superliga manager Glen Riddersholm.



## Axcel Company Day 2015 Topline growth – the new black?

In 2015, the theme of Axcel's Company Day was "Topline growth - the new black?". Among other things, a packed hall of more than 400 participants enjoyed Ron Dennis from McLaren alongside Kevin Magnussen after a spectacular entrance in a McLaren P1.



1. From the left: Klaus Hølse (CEO SimCorp); Peder Tuborgh (Arla); Lars Løkke Rasmussen (Liberal leader and current Prime Minister); Lars Rasmussen (CEO Coloplast); and event chairman Tim Hames (Director General of the British Private Equity and Venture Capital Association).
2. Kevin Magnussen, who arrived at Company Day in a McLaren P1 to the great enthusiasm of the participants. Subsequently, he joined a debate with Ron Dennis (CEO McLaren), Jørgen Tang-Jensen (CEO Velux) and Joachim Sperling (Axcel).

# Axcel's companies – strategy and key figures

How did Axcel's companies perform in 2015? What do they do, and what is our development strategy? Find out all this and more in the profiles and key figures below. The financial statements of the individual companies can be found on Axcel's website, [www.axcel.dk](http://www.axcel.dk).



## Ball Group

	2015	2014
Revenue (DKKm)	<b>577</b>	586
EBITDA (DKKm)	<b>-13</b>	17
NIBD (DKKm)	<b>78</b>	56
Tax (DKKm)	<b>-3.3</b>	4
Number of employees	<b>373</b>	373

**Investment year:** 2007

**Investment officer:** Jørgen Lindholm Lau

**Registered office:** Billund, Denmark

Ball Group, active in both wholesale and retail, specialises in female fashion, sizes 42 to 56, under the Zizzi brand. Zizzi has been leading the way in plus-size fashion since 2000 and is one of the Nordic region's fastest growing brands in the international plus-size segment with more than 120 stores in Northern Europe.

### Development strategy

Axcel's development strategy involves continued geographical expansion, more shops and increased wholesale revenue for the plus-size concept. The goal is to consolidate Zizzi's position in the Nordic region and move into selected European markets in the longer term.

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## Conscia

	2015	2014
Revenue (DKKm)	<b>790</b>	554
EBITDA (DKKm)	<b>93</b>	63
NIBD (DKKm)	<b>232</b>	N/A
Tax (DKKm)	<b>22</b>	15
Number of employees	<b>85</b>	64

**Investment year:** 2015

**Investment officer:** Christian Bamberger Bro

**Registered office:** Brøndby, Denmark

Conscia supplies IT infrastructure solutions and 24/7 network, data centre and mobility support. In a few short years, Conscia has become one of the most important players in the market for large network solutions and won recognition as the strongest integrator of Cisco hardware. Cisco is the world's leading producer of networking and data centre equipment and focuses, like Conscia, on developing integrated solutions that are the foundation for all of the client's IT.

### Development strategy

The goal is to maintain Conscia's strong market position in Denmark within the supply of IT infrastructure and related services, and to build up considerable market positions in Sweden and Norway, where Conscia recently established itself through the acquisition of two companies, providing a unique platform for future growth.



## Delete Group

	2015	2014
Revenue (EURm)	<b>128</b>	103
EBITDA (EURm)	<b>18</b>	13
NIBD (EURm)	<b>69</b>	65
Tax (EURm)	<b>2</b>	1
Number of employees	<b>695</b>	676

**Investment year:** 2013

**Investment officer:** Vilhelm Sundström

**Registered office:** Helsinki, Finland

Delete Group supplies environmental services to the industrial, construction, real estate and public sectors in Finland, Sweden and the Baltic States. It has four divisions: industrial cleaning, heavy demolition, decontamination, and industrial and construction waste management and recycling.

### Development strategy

Together with Delete's management, Axcel aims to create growth by extending the company's range of services and geographical footprint, in part by strengthening its activities across the Nordic region. Delete Group's market is highly fragmented, with few large and many small players, which provides scope for further consolidation.



## Driconeq

	2015	2014
Revenue (SEKm)	<b>200</b>	200
EBITDA (SEKm)	<b>15</b>	20
NIBD (SEKm)	<b>188</b>	185
Tax (SEKm)	<b>0</b>	4
Number of employees	<b>127</b>	128

**Investment year:** 2007  
**Investment officer:** Casper Lykke Pedersen  
**Registered office:** Sunne, Sweden

Driconeq is a world-leading manufacturer of drill pipes and equipment for the mining and construction sectors, water wells and geothermal energy. Its products are known throughout the industry for their high quality and sold through distributors, drilling rig manufacturers and business partners worldwide.

### Development strategy

The objective is to drive growth in the international mining industry by strengthening the sales organisation, developing the distribution network and expanding the product range.



## EG

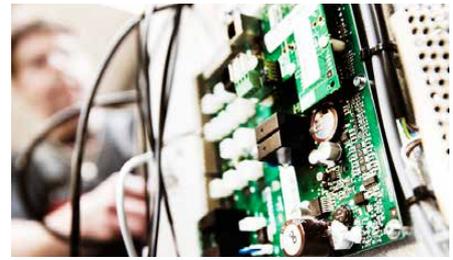
	2015	2014
Revenue (DKKm)	<b>2,085</b>	1,636
EBITDA (DKKm)	<b>290</b>	177
NIBD (DKKm)	<b>1,337</b>	1,115
Tax (DKKm)	<b>12</b>	28
Number of employees	<b>1,599</b>	1,391

**Investment year:** 2013  
**Investment officer:** Christian Bamberger Bro  
**Registered office:** Copenhagen, Denmark

EG is one of Scandinavia's leading software and IT service providers with a strong position in the SME market. It has around 1,300 employees at 20 offices across Denmark, Norway and Sweden. EG supplies ERP solutions, in-house software solutions and related services through five industry-specific divisions.

### Development strategy

The aim is to further increase market share through EG's strong position, in-house software solutions and unique capacity to offer a complete product range, as well as to further increase operational efficiency and make further small to medium-sized acquisitions.



## EXHAUSTO

	2015	2014
Revenue (DKKm)	<b>469</b>	471
EBITDA (DKKm)	<b>-1</b>	12
NIBD (DKKm)	<b>238</b>	185
Tax (DKKm)	<b>-5.2</b>	-2.9
Number of employees	<b>301</b>	292

**Investment year:** 2013  
**Investment officer:** Casper Lykke Pedersen  
**Registered office:** Langeskov, Denmark

EXHAUSTO is a leading producer of mechanical ventilation solutions for residential buildings, offices, schools, institutions, etc., and is the market leader in Denmark and Norway with growing positions in Germany and Sweden.

### Development strategy

Axcel's objective is to further develop the company's market position through increased penetration of both existing and new customers, products and markets while maintaining the company's high product and service quality.

# 21



## Mita-Teknik

	2015	2014
Revenue (DKKm)	<b>N/A</b>	N/A
EBITDA (DKKm)	<b>42</b>	43
NIBD (DKKm)	<b>230</b>	247
Tax (DKKm)	<b>2</b>	1
Number of employees	<b>231</b>	218

**Investment year:** 2012  
**Investment officer:** Lars Cordt  
**Registered office:** Rødskær, Denmark

Mita-Teknik is a world-leading producer of control concepts for the wind turbine and other industries. The company offers a unique control concept for the wind turbine industry that can be tailored to the individual customer's needs and spans the control, management and monitoring of components, turbines and entire wind farms alike.

### Development strategy

Axcel's objective is to further develop the company's current global market position as a supplier of control systems for the wind turbine and other relevant industries. This requires increased penetration of both existing and new customers, products and markets while maintaining the company's high product and service quality.



## Netel

	2015	2014
Revenue (SEKm)	<b>1,444</b>	851
EBITDA (SEKm)	<b>143</b>	85
NIBD (SEKm)	<b>65</b>	35
Tax (SEKm)	<b>28</b>	19
Number of employees	<b>342</b>	194

**Investment year:** 2013  
**Investment officer:** Vilhelm Sundström  
**Registered office:** Stockholm, Sweden

Netel is a leading Nordic provider of consulting, construction, maintenance and related services for both fixed and mobile telecommunications infrastructure. Services span the entire value chain, from site acquisition, planning, excavation work and mast construction to installation of equipment and cables. The company has 14 offices across Sweden, Norway and Finland.

### Development strategy

Axcel's ambition is to develop the business through organic and acquisitive growth in the Nordic countries as well as by pursuing operational improvement.



## Nordic Waterproofing

	2015	2014
Revenue (SEKm)	<b>1,720</b>	1,679
EBITDA (SEKm)	<b>204</b>	187
NIBD (SEKm)	<b>141</b>	259
Tax (SEKm)	<b>34</b>	19
Number of employees	<b>634</b>	644

**Investment year:** 2011  
**Investment officer:** Vilhelm Sundström  
**Registered office:** Höganäs, Sweden

Nordic Waterproofing is a leading player in roofing solutions in the Nordic region. The company produces an innovative range of bitumen- and polymer-based products used in sealing and waterproof elements for the construction industry. The company's products and services are marketed under such well-established brands as Matak, Trebolit, Phönix Tag, Hetag Tagmaterialer, Elastoseal and Kerabit.

### Development strategy

Axcel's goal is to create a leading Northern European player in the roofing sector. This requires integration of the Swedish, Danish and Finnish divisions, operational improvements in production and geographical expansion.



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## CSR at Axcel

Axcel gives consideration to sustainability in all its investments. It is now a precondition for successful investments that owners are fully aware of CSR issues and actively work to address them.

Axcel joined the Global Compact in 2010, since when we have worked strategically with CSR. In 2016, Axcel submitted its first report to the UN PRI (Principles of Responsible Investment).

All Axcel's companies are required to join the Global Compact within one year and to continuously work on developing positively in line with the Global Compact's ten principles. This work constitutes an integral part of active ownership, with companies drawing up an annual Communication on Progress (COP) report which is published on the UN Global Compact's website.

Axcel regards CSR as an integral part of the work on risk in companies. It is therefore natural for Axcel to have CSR fully integrated in its investment processes and in the exercise of its ownership during the investment period.

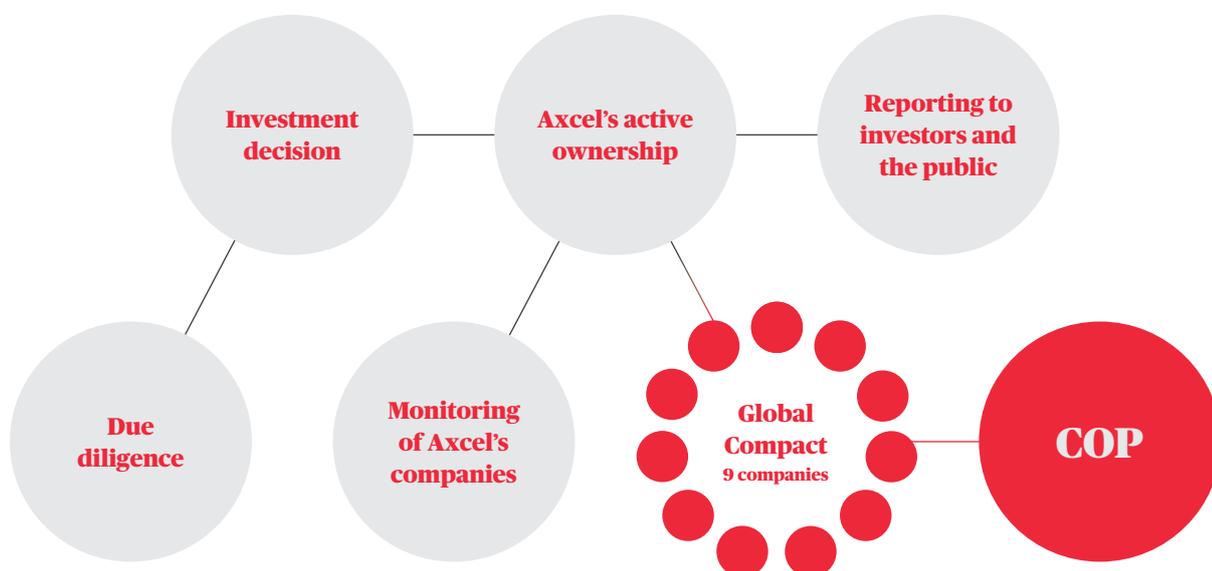
Axcel only invests in companies that satisfy, or are willing to satisfy, Global Compact's principles. The companies' capacity and willingness to work in accordance with the principles are also therefore part of Axcel's due diligence when acquiring new companies.

Whereas Global Compact mainly focuses on CSR at company level, UN PRI addresses environmental, social and governance matters at fund level under the designation ESG (environment, social, governance). As a member of both schemes, Axcel has the best possible platform for establishing the framework for CSR reporting, as acknowledged by both companies and investors.

It is Axcel's goal to continuously develop its companies' CSR work. This is a demanding process requiring that the companies set aside both time and resources to develop in this area. Consequently, Axcel undertakes ongoing dialogue with the companies on the development of CSR work. This takes place at regular meetings with a circle of CSR officers and directly with the companies.

Axcel works to ensure that its companies:

- comply with relevant laws, rules and internationally recognised principles
- consider risks relating to CSR issues and address them proactively
- are in a position to meet the requirements and expectations of customers and business partners concerning supply chain management and code of conduct



- consider future business opportunities and positioning in relation to CSR
- comply with the DVCA's guidelines on openness and transparency.

Virtually all Axcel's companies have published a COP, and the rest are on the way to doing so. Axcel routinely makes proposals to its companies for improvements, but it is vital that they themselves assume basic responsibility for CSR work.

### Global Compact status of Axcel-owned companies as at 31.03.2016

	Joined Global Compact	First COP
Ball Group	X	2012
Conscia	New investment	-
Delete Group	X	2015
Driconeq	X	2013
EG	X	2015
EXHAUSTO	X	2015
Mita-Teknik	X	2015
Netel	X	2016
Nordic Waterproofing	X	2013

# Axcel's management and advisory boards

## Partners



### Christian Frigast

Christian Frigast holds an MSc in Economics and has been Managing Partner at Axcel since its inception in 1994. Prior to that he was employed by Incentive A/S (1993-94) and Nordea (1976-93). Christian Frigast is a member of the boards of PANDORA, Nordic Waterproofing, the Danish Venture Capital and Private Equity Association (DVCA), the Board Leadership Society in Denmark, the Denmark-America Foundation and Axcelfuture (chairman) as well as being an adjunct professor at Copenhagen Business School.



### Christian Schmidt-Jacobsen

Christian Schmidt-Jacobsen holds an MSc in Economics and joined Axcel in 2015. He was previously CFO of Icopal, and before that worked at Chr. Hansen and Danske Bank Corporate Finance. He also worked at Axcel from 1999 to 2005.



### Peter Nyegaard

Peter Nyegaard holds an MSc in Economics and joined Axcel in 2015. He previously spent more than 25 years at Nordea, most recently as a member of the Group Executive Management and COO of Wholesale Banking. Peter has overall responsibility for Axcel's finance functions, fund management and investor relations. He is also chairman of Danish bank FIH.



### Jørgen Lindholm Lau

Jørgen Lindholm Lau holds an MSc in Economics and joined Axcel in 2006. He was previously employed by Carnegie Investment Banking in Copenhagen (2004-06) and Arla Foods (2002-04). He is a member of the boards of Ball Group and EG.

## Axcel Advisory Board



### Niels B. Christiansen (chairman)

Niels B. Christiansen is president and CEO of Danfoss. He also holds a number of board positions, including at A.P. Møller - Mærsk, William Demant Holding and the Technical University of Denmark, and is vice chairman of the Confederation of Danish Industry (DI).



### Lars Westerberg

Lars Westerberg is a former president and CEO of Gränges, ESAB and Autoliv. He is a member of the boards of Volvo, Svenskt Stål, Sandvik, Meda and Stena.



### Mette Vestergaard

Mette Vestergaard is SVP Global People & Communications at LEO Pharma. She was previously a vice president at Novozymes and CEO of Mannaz. Mette Vestergaard is a member of the boards of DESMI, Copenhagen Business School and the Danish National Centre for Social Research (SFI).



### Jens W. Moberg

Jens W. Moberg is chairman of Grundfos, PostNord and other companies. He was previously corporate vice president of Microsoft and CEO of Better Place Denmark and Alectia.



### Lars Munch

Lars Munch is a former CEO and now chairman of media company JP/Politikens Hus. He is also chairman of the Louisiana Museum of Modern Art, Museumfonden and Louisiana-Fonden, BRFFonden, BRFFolding, SOS Children's Villages Denmark and the Press Freedom and Development Fund (Paris). Lars Munch is a member of the boards of Europa Nostra and the European Press Prize (Amsterdam).



### Peter Schütze

Peter Schütze is a former CEO of Nordea Bank Danmark. He is now chairman of rail company DSB and Falck, and of the investment committee of the Danish Climate Investment Fund and the Danish Agribusiness Fund. Peter Schütze is also vice chairman of SimCorp, the Nordea Foundation and the Nordea Bank Foundation, a member of the board of the Lundbeck Foundation, and sits on the Systemic Risk Council.



### Peter Damgaard Jensen

Peter Damgaard Jensen is CEO of pension fund PKA, a member of the board of the Danish Insurance Association (DIA) and deputy chairman of Forca.



### Magnus Lindquist

Magnus Lindquist is co-managing partner of CORDET Capital Partners LLP. He was previously a partner/investment professional at Triton Advisers Nordic AB with responsibility for the Nordic region (2008-15) and group vice president and CFO of Autoliv Inc. (2001-08).



### Lars Rasmussen

Lars Rasmussen has been CEO and president of Coloplast since 2008, having also served as COO and CCO at the company in a career spanning more than 25 years. Lars Rasmussen is chairman of H. Lundbeck and a member of the board of William Demant Holding. In 2016, Lars Rasmussen will become a Senior Industrial Advisor and will thus step down from Axcel's Advisory Board.



### **Christian Bamberger Bro**

Christian Bamberger Bro holds an MSc in Economics from Aarhus University and started at Axcel in 2014. He previously worked for Permira in London and Stockholm (2006-14), and before that for McKinsey and Nordea Corporate Finance in Copenhagen.



### **Casper Lykke Pedersen**

Casper Lykke Pedersen holds an MSc in Economics and Business Administration and has been with Axcel since 2005. Previous employers include Deutsche Bank in London (2001-05) and Axcel (1998-2001). Casper Lykke Pedersen is a member of the boards of Driconeq and EXHAUSTO.



### **Vilhelm Sundström**

Vilhelm Sundström holds an MSc in Economics and joined Axcel in 2006. He was formerly a director at Merrill Lynch International in London, where he was responsible for M&A activities in the Nordic region. Prior to that he was employed by Carnegie (2002-05), Morgan Stanley (1995-97 and 1999-2002) and Nordic Capital (1997-99). Vilhelm Sundström is responsible for Axcel's office in Sweden. He is a member of the board of Nordic Waterproofing.



### **Nikolaj Vejlsgaard**

Nikolaj Vejlsgaard holds an MSc in Economics and Business Administration and joined Axcel in 1998. Prior to that he was employed by the Superfos Group (1996-98). Nikolaj Vejlsgaard is a member of the board of Conscia.

## **Senior Industrial Advisors**

### **Arne Bernroth**

Arne Bernroth is a former deputy managing director and regional director for Nordea in southern Sweden, SVP at Skandia in Sweden and EVP at Skandia International. He is chairman of the boards of Nordax Group, Emra gruppen and Achilles Invest.

### **Jørgen Buhl Rasmussen**

Jørgen Buhl Rasmussen is vice chairman of Novozymes, chairman of Uhrenholt, member of the board of IFC Europe and adjunct professor at Copenhagen Business School. He was previously president and CEO of Carlsberg and president of Gillette Group AMEE (Africa, Middle East and Eastern Europe) and Gillette Group Northern Europe (UK, Ireland, Nordic and Benelux) in the UK.

### **Søren Gade**

Søren Gade is a former CEO of the Danish Agriculture & Food Council (2012-14) and a former Liberal member of parliament (2001-10), serving as defence minister from 2004 to 2010. He was re-elected to the Danish parliament in 2015 and currently serves as group chairman and auditor for the Liberals.

### **Henrik Heideby**

Henrik Heideby is a former CEO of PFA (2001-14). He is currently chairman of IC Group and Carlsberg Byen and vice chairman of Danish bank FIH.

### **Lars Nørby Johansen**

Lars Nørby Johansen was CEO of Falck for 16 years and then the company's chairman for a decade. He is chairman of Codan, Dansk Vækstkapital, Copenhagen Airports, William Demant Holding, the University of Southern Denmark and the Danish Growth Council, amongst others.

### **Humphrey Lau**

Humphrey Lau is CEO of Grundfos China and GSVP of Grundfos Management. He is a member of the boards of Mita-Teknik and the Danish-Chinese Business Forum, and former President China & CVP at Novozymes.

### **Bengt Lejsved**

Bengt Lejsved is Nordic Partner at Career Management International (CMI). He was formerly president of executive search company Heidrick & Struggles in EMEA and vice chairman and executive director of Heidrick & Struggles International.

### **Lotta Lundén**

Lotta Lundén is a member of the boards of Bergendahl & Son, Twilfit, FM Mattsson Mora Group, Boozt and Karl-Adam Bonnier Foundation. Lotta Lundén previously worked at IKEA in various senior positions and was CEO of Guldfynd.

### **Mats Nordlander**

Mats Nordlander is president of SCA Paper and CEO/owner of Assegai. He was previously an EVP at Stora Enso (2009-14) and CEO at Papyrus (2003-08).

### **Jørgen Tang-Jensen**

Jørgen Tang-Jensen is CEO of Velux, where he has worked since 1981 in a number of leading positions in both Europe and the US. He is a member of the boards of Geberit and Coloplast.

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## **Axcelfuture's board**

### **Christian Frigast (chairman)**

See Partners.

### **Eivind Kolding**

Eivind Kolding is a former CEO of Novo A/S (2014-16) and Danske Bank (2012-13), and spent many years in the A.P. Møller - Maersk Group, including as the group's CFO (1998-2006) and partner and CEO of Maersk Line (2006-11). He is a member of Bech-Bruun's advisory board and a member of the board of NNIT.

### **Lars Munch**

See Axcel Advisory Board.

### **Peter Schütze**

See Axcel Advisory Board.

### **Casper Lykke Pedersen**

See Partners.

### **Christoffer Müller**

Christoffer Arthur Müller is a director at Axcel and a board observer at EG. He joined Axcel in 2009 having previously worked at A.T. Kearney and Nordea. He holds an MSc in Economics from the University of Copenhagen and also studied at the London School of Economics.

# Axcel's funds and investors

## Axcel III

**Launch:** 2005

**Status:** Investment period expired

**Geographical focus:** Denmark/Sweden

**Investments:** 11

**Exits:** 9

**Committed capital:** DKK 3.0bn

**Legal structure:** Limited partnership

**Average ownership period:** 6.6 years

Investments	Acquisition year	Exit year
EskoArtwork	2005	2011
NetCompany	2006	2011
HusCompagniet	2007	2011
JB Education	2008	2013
TMC Group	2006	2015
Ball Group	2007	
Noa Noa	2007	2014
Driconeq	2007	
IDdesign	2007	2014
PANDORA	2008	Listed
LGT	2009	2015

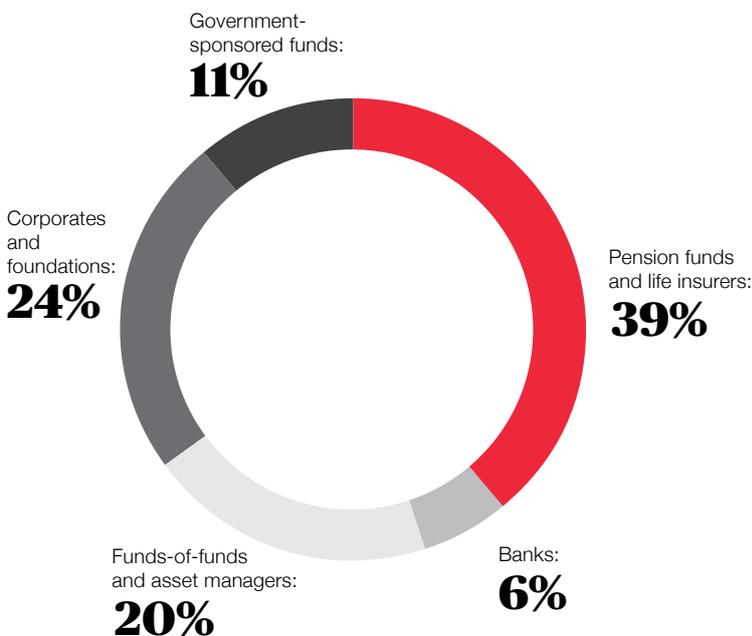
DKKm

Invested capital:	2,681
Proceeds from invested capital:	18,190
Valuation of companies:	323

**Value of invested capital:** **18,513**

## Axcel IV investors by type

Investors have committed total capital of around DKK 10bn across four funds.



## Axcel IV

**Launch:** 2010

**Status:** Actively investing

**Geographical focus:** Nordics

**Investments:** 9\*

**Exits:** 1

**Committed capital:** DKK 3.6bn

**Legal structure:** Limited partnership

**Average ownership period:** 2.5 years

Investments	Acquisition year	Exit year
Cimbria	2011	2013
Silkeborg Data	2014	Merged with EG (2015)
Nordic Waterproofing	2011	
Mita-Teknik	2012	
EXHAUSTO	2013	
Netel	2013	
Delete Group	2013	
EG	2013	
Conscia	2015	

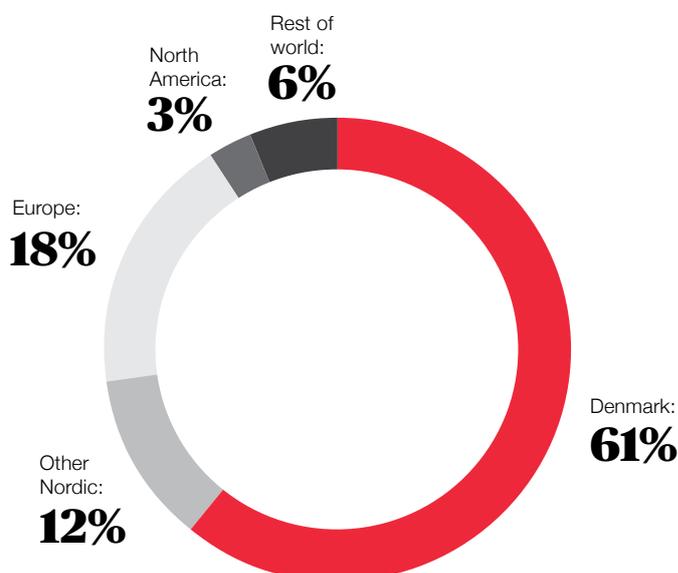
DKKm

Invested capital:	2,103
Proceeds from invested capital:	622
Valuation of companies:	2,305

**Value of invested capital:** **2,927**

## Axcel IV investors by region

Axcel's investors are mainly Danish, especially with the two first funds but less so with the latest fund, Axcel IV, where approx. 40% of committed capital comes from Nordic and other foreign investors.



\* LESSOR Group is not yet included in the figure for investments.

Axcel is backed by a large number of Danish, Nordic and other international investors with a broad affiliation with industry and the financial sector. This provides Axcel with an extensive contact base and the financial resources needed to develop the companies in which Axcel invests.

## Banks

Nordea 

## Pension funds and life insurers

atp pep=

**AP**  
Pension

**PenSam**

**SEB**



GE Capital



Sjätte AP-fonden

**PFA**  
PENSION



## Corporates and foundations

**27**

**Realdania**

**PRIMO**

GSA Invest

**FEAS**  
Fagbevægelsens  
Erhvervsinvestering A/S

**AVR**

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Investeringsselskabet  
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BIKUBENFONDEN

## Funds-of-funds, asset managers and government-sponsored funds

**ARGENTUM**  
PRIVATE EQUITY

  
VON BRAUN & SCHREIBER  
PRIVATE EQUITY PARTNERS

**Amundi**  
ASSET MANAGEMENT

**eQ**

**idinvest**  
PARTNERS

**DnB NOR**

Kuwait  
Investment Authority

**akina**  
Active investors across borders



Not all investors are shown above.



Additional information about Axcel, its companies, etc., can be found on Axcel's website, [www.axcel.dk](http://www.axcel.dk), and the latest financial statements can also be downloaded from the site. For any further information, please contact:

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