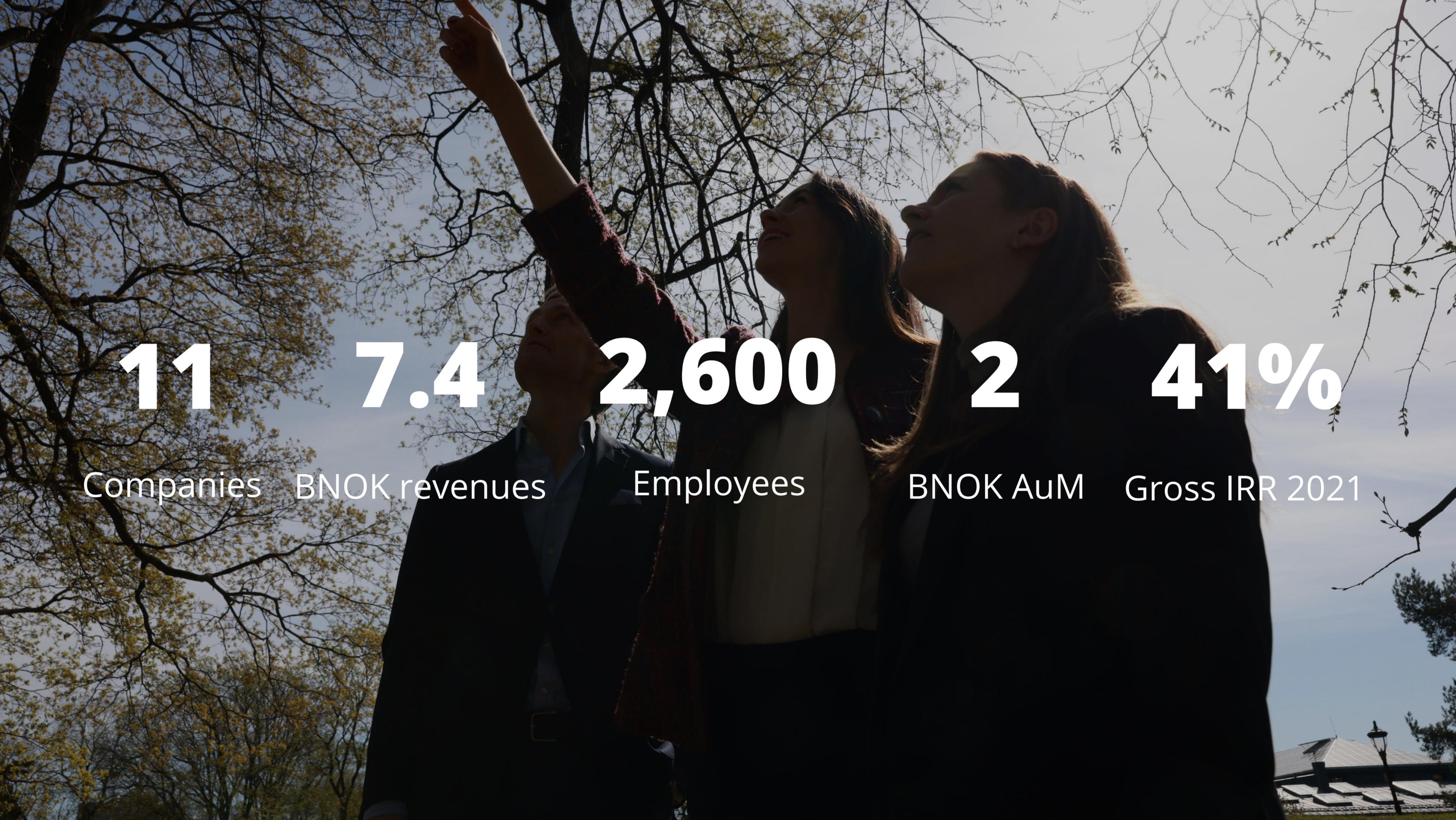


Portfolio Report  
2021

A low-angle photograph of three business professionals (two women and one man) looking upwards towards a large tree with sparse green leaves against a clear blue sky. The scene is brightly lit, suggesting a sunny day. The individuals are dressed in professional attire. The man on the left is pointing upwards with his right hand. The woman in the middle is looking up with a slight smile. The woman on the right is also looking up, her hair blowing slightly in the breeze. The overall mood is one of optimism and forward-looking vision.

**11**

Companies

**7.4**

BNOK revenues

**2,600**

Employees

**2**

BNOK AuM

**41%**

Gross IRR 2021

# About this Report

We are excited to share Credo Partners' third annual portfolio report. Our intention with this report is to share the results of our quest to transform successful founder-led companies to scalable and sustainable businesses. This report takes a look at the overall results across the entire portfolio, explains our underlying investment philosophy, and gives our perspective on the outlook for each company.

The data in the report have been compiled from the quarterly investor reporting, enriched with a more comprehensive narrative of last year's developments. Credo's sustainability reporting is also integrated into this document. For us, sustainability is at the core of what we do, and not a separate report. This document will describe Credo's sustainability strategy, processes and tools, as well as our structured set of operational KPIs with sustainability-KPIs as an integral part.

Key Developments 2021	05
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*Our value-add is in the transformation for long term growth and success*

# Key developments 2021

- 18 add-on acquisitions
- Credo II-fund established, and first two investments completed
- ESG reporting up and running, with eye-opening analytical insights
- Three highly successful exits, each with its individual destiny: Geia Food sold to the pan-European private equity fund Triton Partners, Frisk Gruppen became part of Falck Group, and SYSCO merged with its industry peer Cegal
- First joint investment together with another PE fund, i.e. Cegal together with Norvestor, following the merger of SYSCO and Cegal
- Stellar overall portfolio performance throughout another covid year

## KEY ESG KPIS FOR CREDO PARTNERS ACROSS THE PORTFOLIO

CARBON EFFICIENCY  
AVERAGE EMISSIONS/  
REVENUE 2021

24.4

TON CO2 EQUIVALENTS  
PER MNOK REVENUE

## SUSTAINABILITY FRAMEWORK ALIGNMENT



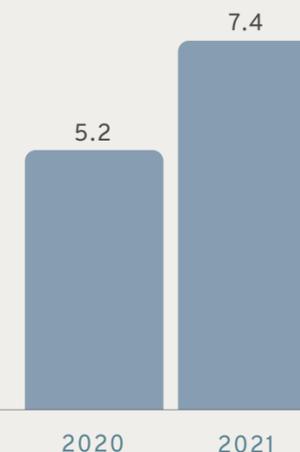
GENDER BALANCE  
% FEMALE EMPLOYEES



PORTFOLIO AVERAGE

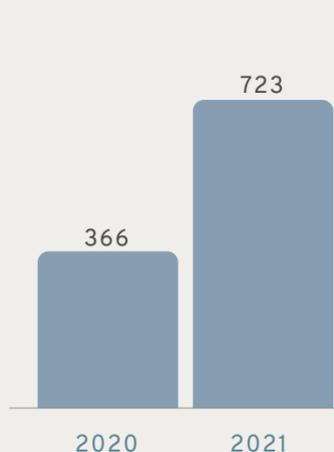
## PORTFOLIO REVENUE\*

IN BNOK



## PORTFOLIO EBITDA\*

IN MNOK



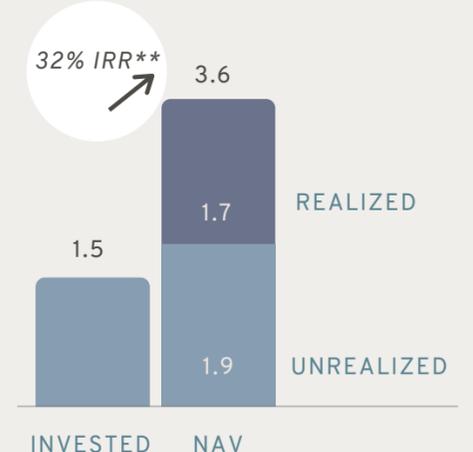
\*Historic figures include all current portfolio companies

## CURRENT PORTFOLIO STATISTICS

11 COMPANIES      2,600 EMPLOYEES      948 NEW JOBS

## PORTFOLIO RETURNS SINCE 2012

IN BNOK



\*\*Gross IRR

## GROSS PORTFOLIO IRR

37% EXITS      41% 2021

# Letter from the Managing Partner

Dear investors and founders,

Last year's letter ended with the following statement: 2020 proved the robustness of Credo's investment. And we certainly did accelerate! Our portfolio of companies continues to outperform, and in 2021 the underlying value creation materialized in three very successful exits, a record year for Credo's fundraising, and three new portfolio investments, of which two entirely new growth platforms created by the Credo team.



## SUCCESSFUL EXITS

Credo completed three highly successful exits in 2021, with three very promising, albeit different destinies for each company. Geia Food was sold to Triton Partners, a leading pan-European private equity fund, with an ambition to keep growing Geia into a truly leading Nordic company in its field. Geia had been on Triton's watch list for years, but only after the transformation from Danish trading to a scalable Nordic category partner during Credo's ownership did Geia qualify for Triton Partners. A win-win-win outcome. Frisk Gruppen was acquired by Falck in Denmark – a perfect strategic fit for the leading labor market and health services player that Credo created just three years earlier. And finally, SYSCO merged with its industry peer Cegal, creating an international powerhouse in IT services for the energy sector.

Each of the exits returned **4 times invested capital or more.**

## ADD-ONS, ADD-ONS

Our investment team continued to create substantial value through add-on acquisitions. **18 add-on acquisitions** were completed in 2021. This represented in total NOK 1.4 billion in added revenues, and NOK 124 million in added EBITDA to our portfolio companies.

## CREDO'S CONCENTRATED FUNDS

Credo's committed and invested capital continue to grow. In 2021, we established Credo II as our first in a series of concentrated investment funds, where we combine the best of our deal-by-deal heritage with a more scalable investment model. At Credo Partners **we are investors first, fund managers second.** For us it all starts with the entrepreneurship in our team and the team's desire to invest own private savings into great companies, rather than with the task of deploying capital.

# Letter from the Managing Partner

Concentrated funds with short investment periods and few investments in each fund keeps Credo close to the rawness of deal-by-deal, while harnessing the power of institutional capital that a fund wrapping enables.

Credo II has already made its first two investments, Skill Communicate and Q-Light, and will complete final closing in May/June this year.

## THE ART OF ESTABLISHING GROWTH PLATFORMS

Two of your new investments in 2021 are entirely new growth platforms, created by the initiative of the Credo team. Skill Communicate as an example was born from the frustration in other portfolio companies of not finding a large, independent full-service partner for Microsoft.

So we decided to build just that market position ourselves. Six months later, Skill Communicate was established by grouping together five individual companies, to standing ovations from both Microsoft and customers.

Together, these companies have the vision, economics and scale to become a truly next generation IT company. This is a great example of Credo's place in the investment value chain: helping founders transform into large, scalable growth platforms, ready for any ownership thereafter.

## SUSTAINABLE EQUITY

Last year we developed a **structured approach** to integrating sustainability into the investment process, including the implementation of very useful analytical tools such as Normative for CO2 emissions and the SHE Index for measuring diversity. Results are both eye-opening and sobering as we will discuss in the section about sustainable equity.

## OUTLOOK

Entering into 2022, uncertainty and volatility in the world economy has increased yet again, and we will see increased costs and lost

opportunities for some of our businesses. But apart from controlling risks and taking a clear stance in favor of the free, liberal world, there is not much we can do about a volatile economic outlook. Come what may, virus, war or inflation, going forward we will continue to refine our tried and tested investment focus, i.e. partnering with owners of successful, but not fully institutionalized mid-sized businesses, focusing on the sectors we know: business services, industrials and consumer, and applying the battle-tested Credo framework.

We wish you all a safe and prosperous 2022.

Best regards,



**GUDMUND KILLI**

MANAGING PARTNER, CREDO PARTNERS

# Our Approach to Value Creation

## CREDO'S INVESTMENT PHILOSOPHY: SCALING UP BUSINESSES

At Credo we partner with investors and founders to transform mid-sized companies into scalable and sustainable business systems. The core of what we do is captured in our tagline *scaling up businesses*. This investment focus is distinct in terms of business maturity and partnership model, as well as the potential for high financial returns.

## UNPOLISHED GEMS

We focus exclusively on scaling up established, mid-sized companies. This is an attractive segment, because Scandinavia has many founder- and family-led companies with high potential for value creation, but few investors who commit to contributing before professionalization has already taken place.

## REAL PARTNERSHIPS

Founders and management are always large and active shareholders together with Credo as the lead investor. Close association with each individual investment for each individual owner increases commitment, alignment and the willingness to contribute to everyone's value creation.





#### HIGH RETURNS

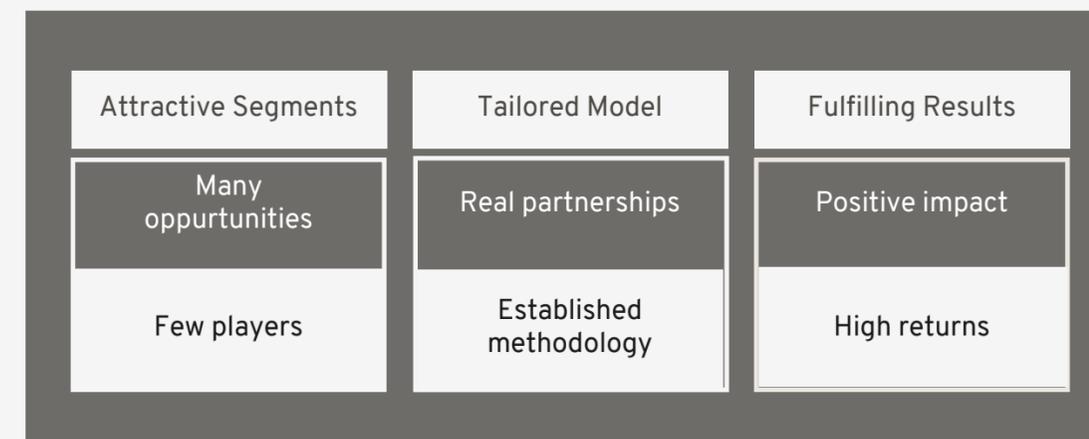
Both investors and entrepreneurs can create substantial value in our segment; professionalizing the business increases robustness and creates scalability, thereby increasing valuation multiples. Profitable growth combined with increased multiples yield high returns.

#### REAL IMPACT

Our businesses are not perfect at the time of investment, and that is OK. Together we focus on creating real positive impact on the global sustainability challenges, not just allocating capital to already perfectly green businesses. As an active owner of smaller, agile and inspiring companies, we have an extraordinary opportunity for creating positive change.

#### ESTABLISHED METHODOLOGY

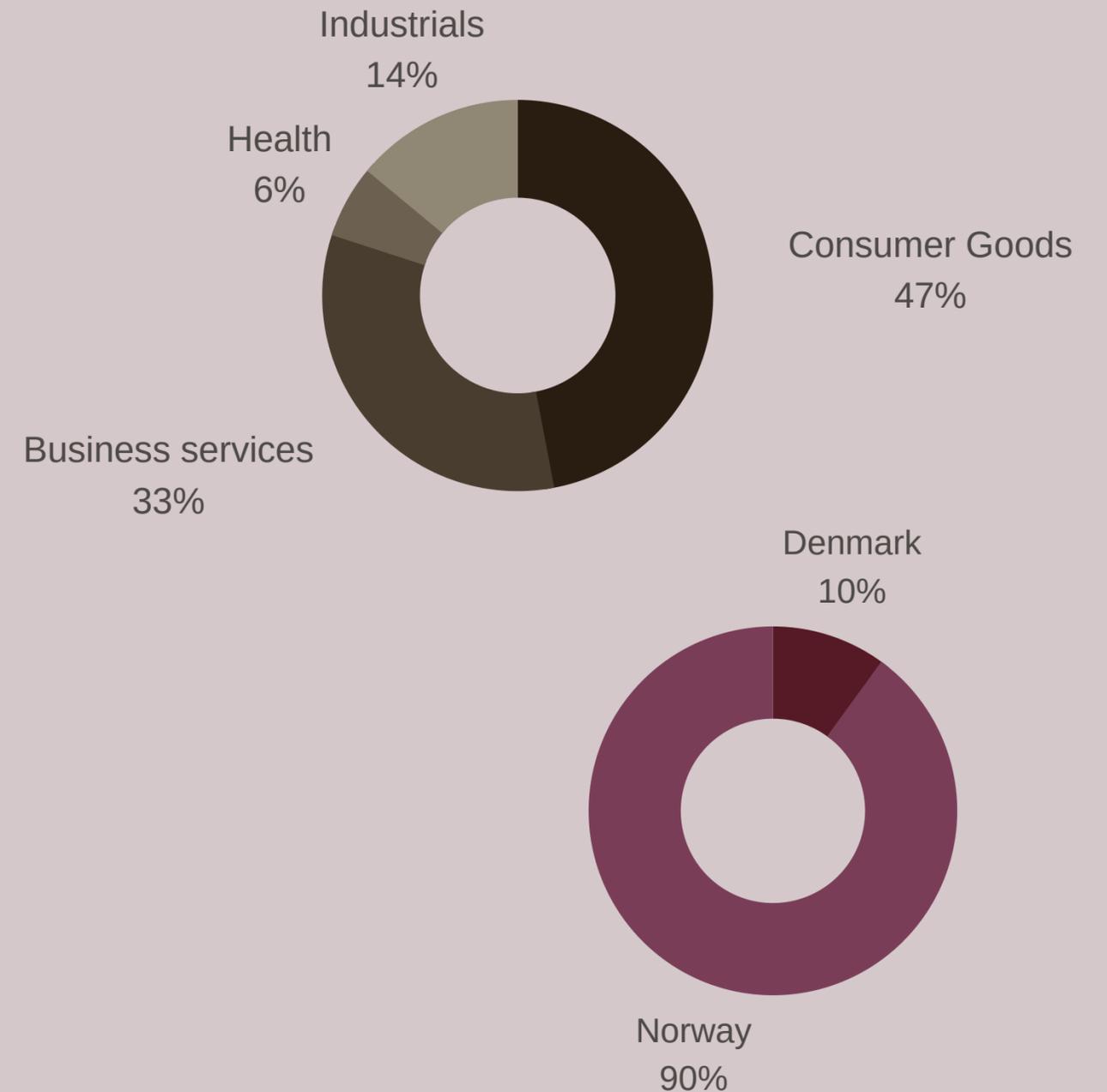
Credo has a simple basic approach: we set high ambitions that force our businesses out of the small-cap zone. Then we build the foundation for scale and impact: (i) A focused strategy, (ii) a scalable business model, (iii) an organization for tomorrow, and (iv) effective governance. Simple, tried and tested – in the hands of an experienced team.



# Portfolio Overview

- Sector exposure designed for downside protection across portfolio, and proven through COVID-19
- Downside protection at portfolio level combined with high return potential for each investment case is highly attractive
- Denmark and Norway are similar markets in the small cap space, with many opportunities and relatively few qualified players

BREAKDOWN OF INVESTED CAPITAL IN CURRENT PORTFOLIO:



## CURRENT PORTFOLIO:

Portfolio Company	Investment year	EBITDA 2021 (MNOK)	2021 sales (MNOK)	Employees (Number)	Sector	Country	Description
 Q-Light	2021	14	56	19	Consumer	Norway	Lighting and pedestals for electric vehicle chargers
 Skill Communicate	2021	33	485	285	Business Services	Norway	IT Services, Microsoft partners delivering solutions and services
 Tellus	2021	61	2,000	250	Consumer	Norway	Recreational vehicle and caravan dealer
 MMC First Process	2019	111	1,015	200	Industrials	Norway	Solutions and equipment for handling of live fish
 Mill International	2019	14	196	18	Consumer	Norway	Electrical heating
 Konstel	2019	103	1,002	640	Business services	Norway	Electrical installation group
 Villa Paradiso	2017	2	239	244	Consumer	Norway	Italian restaurant chain and wholesaler of Italian food
 Globus Wine	2016	75	795	111	Consumer	Denmark	Partner for Danish/Nordic retail in the wine category
 Cegal	2016	293	1,407	728	Business services	Norway	IT services, with particular focus on energy utilities
 Made for Movement	2014	6	114	79	Health	Norway	Helping aids for severely disabled children
 Varier	2018	25	149	29	Consumer	Norway	Ergonomic chairs

## EXITS:

Portfolio Company	Investment year	EBITDA at exit (MNOK)	Sales at exit (MNOK)	Employees (# at exit)	Sector	Country	Description
 Frisk Gruppen	2018	128	723	710	Health	Norway	Work and health related services
 Geia	2017	164	3,210	109	Consumer	Denmark	Food concept provider to Nordic grocery retail
 Optimar	2012	142	967	344	Industrials	Norway	Fish processing equipment
 Labflex	2015	-24	257	108	Industrials	Denmark	Labratory furnishing



# Investor Overview

**420 MNOK**

EQUITY INVESTED IN 2021

**100**

INVESTING INDUSTRIAL  
ADVISORS

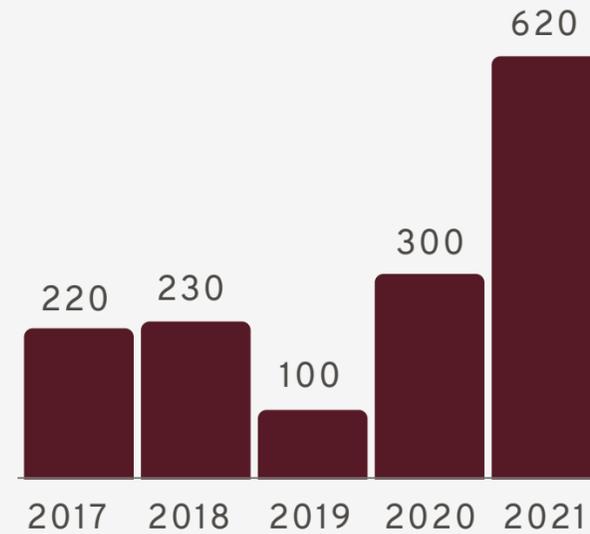
**2 BNOK**

ASSETS UNDER MANAGEMENT



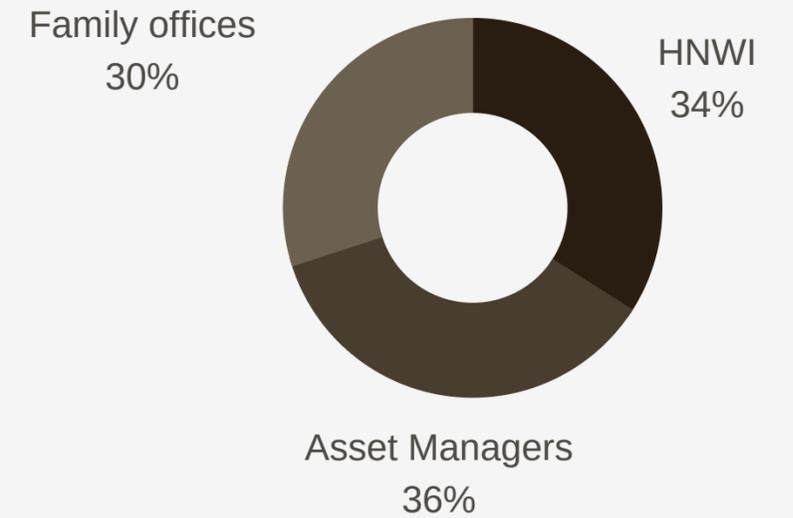
## COMMITTED CAPITAL PER YEAR

IN MNOK



## SOURCES OF CAPITAL\*

\*Sum of capital invested since 2014



Credo's investment model is well established with over 1.5 billion NOK equity invested. We have a unique and value driving combination of (i) access to solid sources of capital through family offices and asset managers, and (ii) over 100 individual investors (HNWI). Our individual investors invest with us case by case, each with their individual industrial and geographical networks that help drive our pipeline of investments, as well as help us make sound investment decisions.

Our program of concentrated funds combines the power of institutional capital with the entrepreneurship of the individual investor.

# Q-LIGHT

## OUR LATEST PORTFOLIO COMPANY

### FAST GROWING COMPANY IN ATTRACTIVE NORWEGIAN LIGHTING MARKET

In December 2021 Credo Partners acquired majority share in Q-Light AS, a high-growth player in the lighting and e-mobility market. The Company generated revenues of NOK 56 million and EBITDA of 14 million in 2021, after growing +50% yearly the last two years.

Founded by electricians, the Company's value proposition is tailored to the electricians installing the products. All products are characterized by easy installation, appealing design, high quality, and modular offering – all at a reasonable price.

### ATTRACTIVE GROWTH OPPORTUNITIES IN THE NORWEGIAN LIGHTING MARKET

Q-Light is determined to become a significant market player in the large and fragmented Norwegian lighting market. A firm position has been established in its home region (Sørlandet), where Q-Light has won several landmark projects in competition with the national market leaders. A distinct product offering and established relations to high-potential customers provide a good starting point for continued growth, and the new ownership group will also pursue M&A opportunities to accelerate the growth trajectory.

## E-MOBILITY ADVENTURE

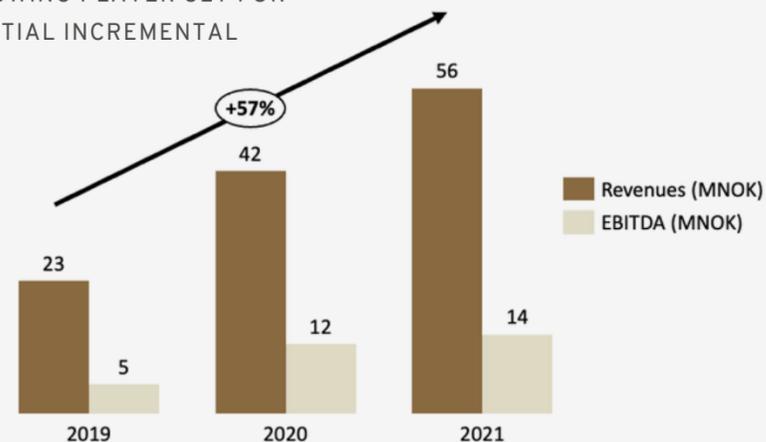
In 2020 the Company entered the electric vehicle (EV) charger pedestal market. With first-hand electrical expertise, fast design innovation, and pre-existing relations, Q-Light quickly achieved solid market shares and secured good momentum.

On the back of closely developed relationships with leading retailers and infrastructure companies, Q-Light launched its EV charger QUDO in April 2022. The charger has a distinct concept with a clearly differentiated value proposition versus present chargers, and a patent application has been submitted.

## SOUND START TO THE PARTNERSHIP

We are off to a good start, strengthening the organization, launching new products, signing the first acquisition, and at the same time ensuring that we keep options open and explore new initiatives.

### FAST GROWING PLAYER SET FOR SUBSTANTIAL INCREMENTAL GROWTH



## Q-LIGHT: EXAMPLE LIGHTING OFFERING



## Q-LIGHT: E-MOBILITY SOLUTIONS FOR THE FUTURE



ONEPOLE  
(EV CHARGER PEDESTAL)



QUDO (EV CHARGER)

**56**  
REVENUE 2021  
IN MNOK

**14**  
EBITDA 2021  
IN MNOK

**20**  
EMPLOYEES  
2021

# EXITS 2021

## GEIA FOOD

Credo invested in Geia in November 2017. The Company had experienced an impressive growth history in the Danish market, and established some presence in Norway and Sweden.

Three focus areas have been essential to reach the ownership ambition:

- Strategy: A thorough strategic roadmap, addressing (i) which categories to invest in across markets, (ii) which customer segments to focus on, and (iii) how to optimize the business model to deliver on the strategy
- Organization: Facilitate a Scandinavian top management team, further strengthen the organization with top talents, and build internal capabilities to effectively integrate acquired companies
- M&A: To support rapid growth in select segments

Together, Geia and Credo have built a highly scalable business that can leverage Geia's supplier base across the Scandinavian markets and retailers. The company was sold to the European private equity firm Triton in April 2021 through a structured sales process, with closing of transaction being completed in June 2021.

## FRISK GRUPPEN

Credo invested in Frisk in February 2018 by combining Din Utvikling AS and Oppfølgingsenheten Frisk AS. The two companies were focused on each of their product niches in labour market measures in Norway, with additional small units within occupational health services and specialist health care.

Credo initiated a major transformation, with the following key elements:

- Formation of a corporate centre, with interim managers and key people from each underlying business unit
- Turnaround and layoffs in one division
- M&A-driven growth, bringing occupational health care from NOK 30 million to NOK 300 million in 3 years
- Major restructuring of operating model in other division, from contracted personnel to permanent staff (due to change in government regulations)
- Extensive R&D program, particularly in digitalization of services
- General organizational and operational improvements

The end result was a company with a strong market position (#1 Private supplier of labor market measures to NAV; #2 Occupational health services provider, #1 Private provider of day-based rehabilitation). In September 2021, Frisk Gruppen was sold to Falck Group, the Denmark-based provider of health and rescue services with 30 000 employees worldwide.

## SYSCO

Credo invested in Sysco in 2016. Our mission was to transform an IT consultancy into a next generation industrial tech services company, specialized in renewable energy.

Our key levers of change were:

- Establish a clear strategic focus: (i) Become the IT service partner of choice in the energy sector, (ii) Spot the winning formulae, and stick to it: Domain experts + Legacy tech gurus + Cloud & data powerhouse, and (iii) Expand geographically from Western Norway to Scandinavia
- Increase scalability of the business model: (i) Substantially increase managed services, (ii) Selectively add light footed proprietary industry applications
- Organize for the future: (i) Build new management team, balancing internal and external hires, (ii) Total brand revamp, (iii) Push for younger and more diverse employees, and (iv) Implement professional performance management

The result was the must-have company within IT services for renewables in Norway. We chose Cegal as the best next owner for Sysco, among a competitive field of potential international buyers. The combination of these two companies positions Cegal/Sysco not only for energy utilities, but for the entire energy sectors transition to renewables, and for international energy markets, not only Norway.

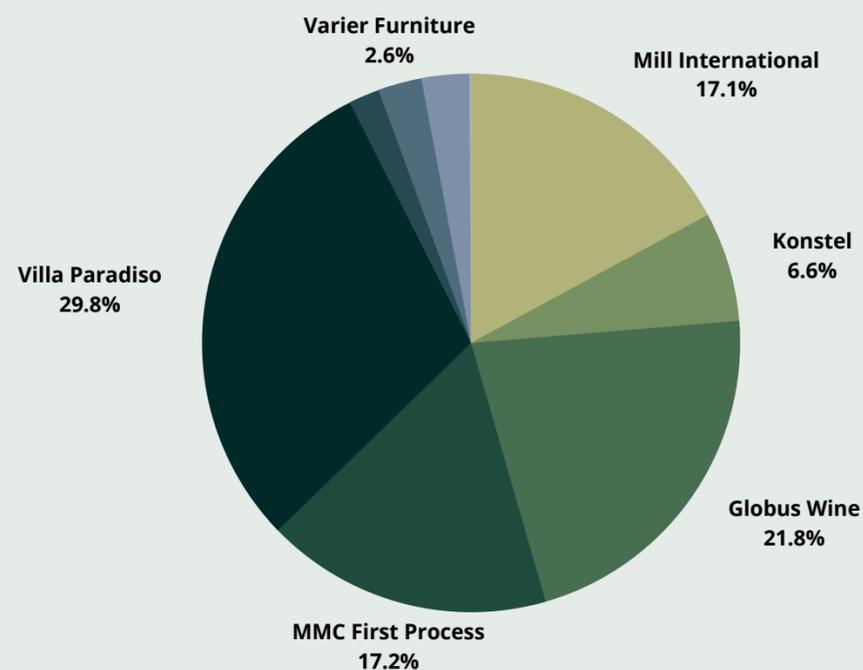


# Embedding Sustainability

## AN UNUSUALLY GOOD STARTING POINT

Entrepreneurial businesses and family companies have an unusually good starting point when it comes to pursuing the global sustainability agenda. They are used to the fact that resources are scarce, which means that responsible consumption is not an addition to their strategy, but an essential part of the company's competitiveness. Successful entrepreneurial companies often have an unusually good understanding of customers' needs and of the ecosystem in their industry, on which they depend to be successful. They also tend to have an inspirational purpose, and employees often feel that they are involved in something which can really improve people's lives through better products, better ways of making products or completely new services. Add to this the fact that smaller companies are often more agile than larger ones, and entrepreneurial and family companies are very well suited to pursue the world's sustainability agenda.

## SCOPE 1-3 EMISSIONS PER PORTFOLIO COMPANY (PERCENTAGE OF TONNES CO2-EQ)



## ONE SIZE DOES NOT FIT ALL

There is no one size fits all in sustainability work, so to supplement these goals, each individual Credo investment will have their own sustainability agenda, with specific goals and KPIs. Going forward, we will be reporting on the progress on our joint goals as well as the progress of the portfolio companies on their individual goals. The resulting sustainability scorecard will help keep us honest and transparent, and hopefully demonstrate our positive contribution to the United Nations Sustainable Development Goals.

## 2021

Overall, we are happy that our portfolio companies now have ESG thoroughly on their business and board agendas, and that they are measuring progress. Although most are already making positive changes, the findings can also be sobering. For example, Credo Partners as an investment firm increased its SHE score by 12 points to 49, but remains in the lower quartile of professional firms and services companies. Clearly, we have more work to do! Other findings are surprising and insightful. It turns out that two of our smallest companies have the largest CO2 footprints. The value chain (Scope 3) and not the local emissions (Scope 1) drive most emissions, and small firms can generate a lot of emissions through suppliers in countries with the wrong energy mix, or through indirect consumption of dairy and red meat. These examples cut right to the core of business operations, and are harder to address than switching to an electric company car, but therefore demonstrate where the real opportunities for positive impact lie.

# Credo Sustainability Strategy

## PRIORITIZED GOALS:

### Equality and diversity

Promote gender equality and ensure diversity in Credo and our portfolio companies



### Generate sustainable economic growth

Generate sustainable economic growth through responsible and innovative use of resources



### Responsible consumption and production

Ensure decent work conditions and environmental responsibility across our portfolio companies' value chains



### Stop climate change

Reduce and compensate for greenhouse gas emissions and be transparent about the footprint across our portfolio companies' value chains



## IN A NUTSHELL

### Our central strategy

- Create tangible, significant, positive change in every company
- Focus on select few goals with substantial impact potential
- Leverage positive impact to drive financial returns
- 4 Prioritized sustainable development goals (SDGs)

### Our core beliefs

- Profitable and growing companies play a key role in creating a sustainable future
- We can create competitiveness and financial value by making better use of resources; energy, raw materials and people
- Credo has extraordinary influence through our partnership model, which represents a unique opportunity to create positive change
- Focusing on a limited number of specific sustainability goals in each portfolio company will have the biggest impact on the overall sustainability agenda

# Portfolio Impact and Financials

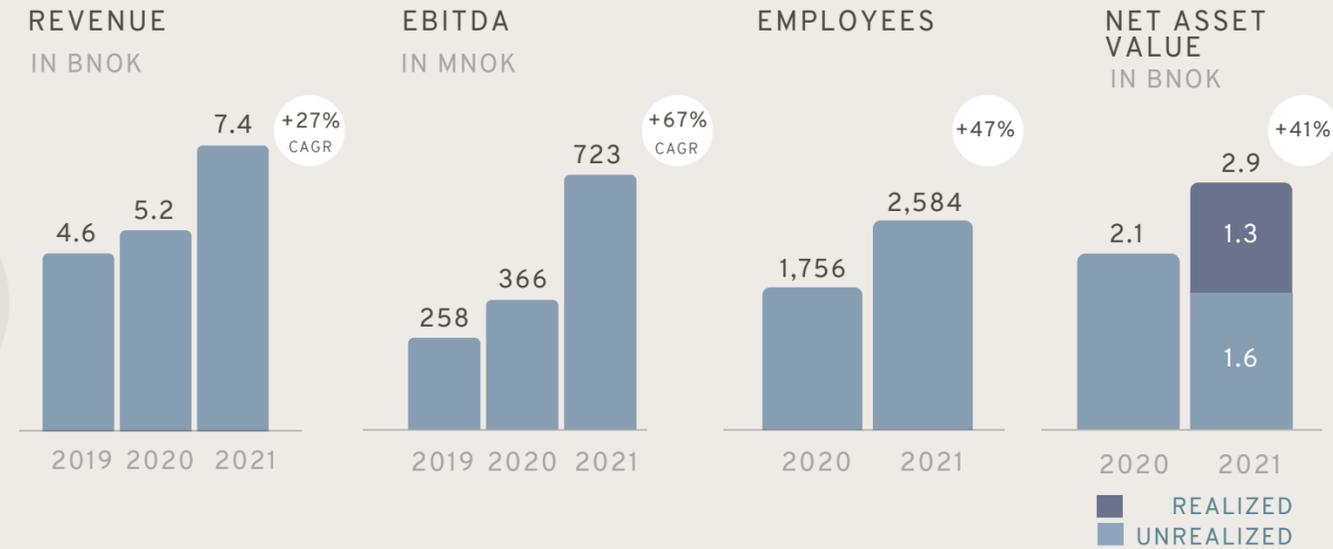
## HOW WE MEASURE ESG IMPACT

The following pages will give an overview of portfolio developments in 2021. Key highlights for Credo Partners and the portfolio companies are shown in a scorecard on the right-hand side, with core metrics measuring developments related to prosperity, planet, governance, and people. The chosen metrics are aligned with World Economic Forum's Stakeholder Capitalism Metrics, which in turn is based on the sum of several well-recognized standards such as the Global Reporting Initiative (GRI). We start out with the most relevant selection of metrics, and will year-by-year work towards a complete score card.

ESG has also become an integral part of our investment process and ownership. We use the United Nation's Sustainable Development Goals (UN SDGs) as a basis for assessing risk and opportunity in due diligence, and we require that our companies contribute substantially to at least one of Credo's core sustainability goals. To get there, we define company-specific policies and codes of ethics and establish mechanisms for implementing and measuring each company's performance and impact, while supporting with competence and resources.

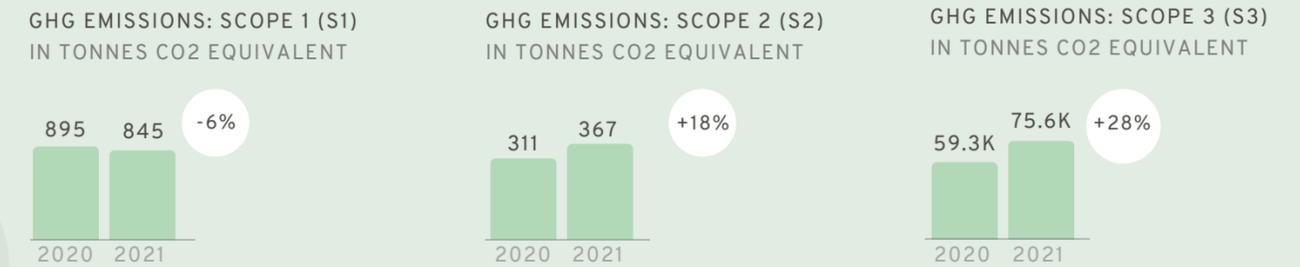
We calculate our carbon footprint based on Normative's carbon accounting engine. The method is based on the Greenhouse Gas Protocol and covers scope 1, 2 and 3 emissions. For 2021, the emission factor for the Norwegian residual energy mix takes into account the average emissions of energy produced in Norway after energy suppliers have sold renewable certificates. This is reflected in the emissions calculations on the right hand side.

### PROSPERITY 1



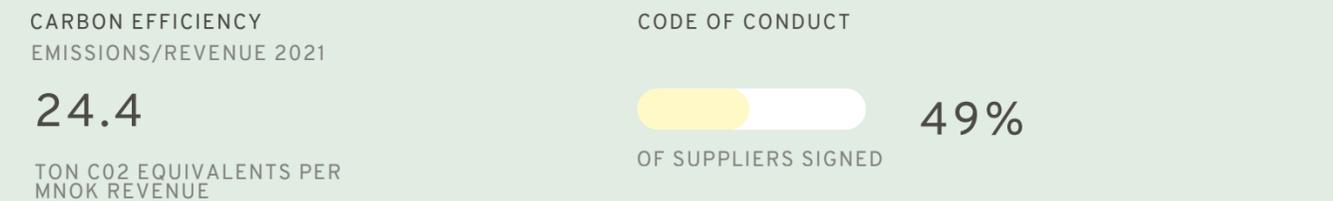
Figures include all companies in the portfolio at 31.12.2021 (excluding Q-light)

### PLANET 2

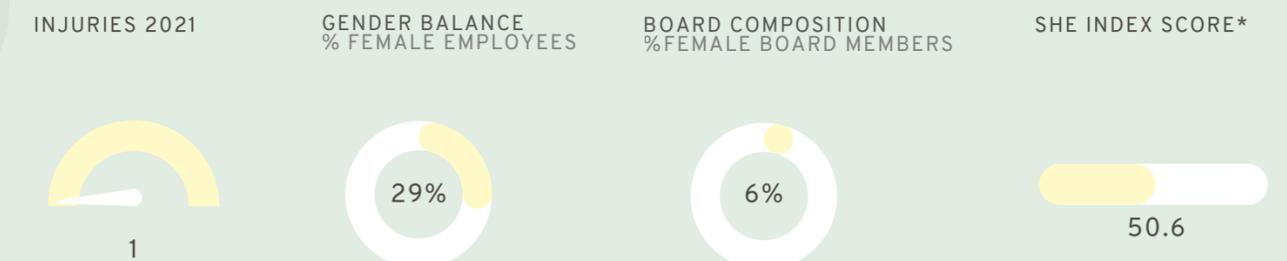


Figures include companies in the portfolio at 31.12.2021 excluding Q-light, Tellus, Cegal, Globus and Skill Communicate

### PEOPLE 3



Figures consolidated for companies in the portfolio at 31.12.2021 excluding Q-light, Tellus and Cegal



Figures consolidated for companies in the portfolio at 31.12.2021 excluding Q-light, Tellus and Cegal

\*For companies reporting in the SHE Index 2021



# Our Portfolio Companies

# SKILL COMMUNICATE

## LEADING MICROSOFT TECHNOLOGY PARTNER

Skill Communicate is a leading Microsoft technology partner in Norway, currently delivering implementation for ERP, CRM, cloud, and development and integration services. The platform foundation was initiated with 2 smaller ERP IT consultancies, but grew rapidly to include 3 additional firms, together forming the leading expert for Microsoft technology implementation in Norway.

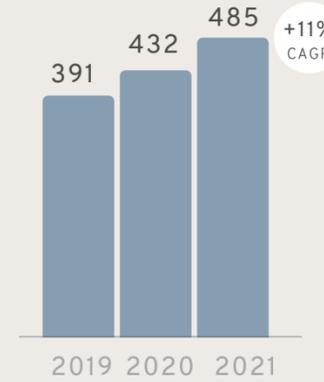
## 2021: ESTABLISH THE FOUNDATION

2021 has been a hectic year, with establishment of the platform, rapid pace of acquisitions and administering the growing platform through interim resources. According to plan, year 1 has been managed by interim CEO and CFO, who started developing governance, reporting and management capacity and structures. Acquisition pace, however, has been far ahead of original plan, seeing growth of revenues from NOK 100 million to NOK 500 million through acquisition of 3 additional firms H2 2021.

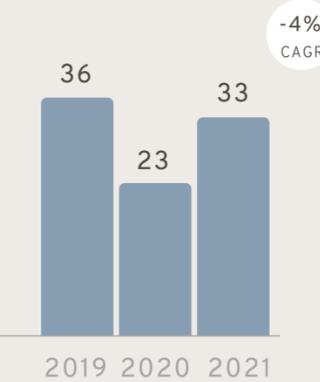
The foundations for strategy have also been established. Through strategic processes and acquisition dialogues the main priority has been defined as continued growth and positioning as the market leader within Microsoft technology, unlocking both sales synergies and cost advantages. The ESG strategy foundation has also been defined: “enable customer sustainability”, which includes SDG 12 (responsible consumption and production) and 13 (climate action); and “great place to work”, which includes SDG 5 (gender equality) and 8 (decent work and economic growth).



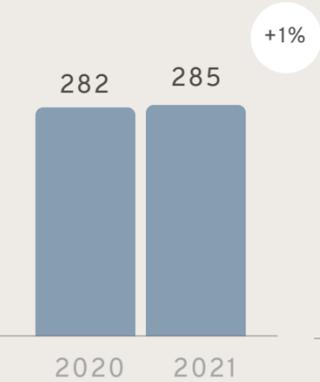
REVENUE  
IN MNOK



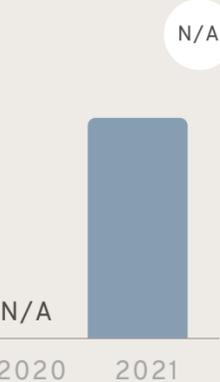
EBITDA  
IN MNOK



EMPLOYEES



NET ASSET  
VALUE



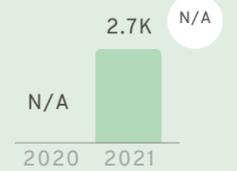
GHG EMISSIONS: SCOPE 1 (S1)  
IN TONNES CO2 EQUIVALENT



GHG EMISSIONS: SCOPE 2 (S2)  
IN TONNES CO2 EQUIVALENT



GHG EMISSIONS: SCOPE 3 (S3)  
IN TONNES CO2 EQUIVALENT



CARBON EFFICIENCY  
EMISSIONS/REVENUE 2021



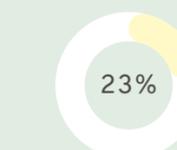
CODE OF CONDUCT



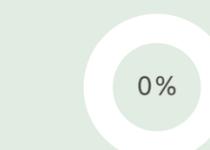
INJURIES 2021



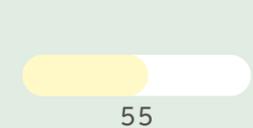
GENDER BALANCE  
% FEMALE EMPLOYEES



BOARD COMPOSITION  
% FEMALE BOARD MEMBERS



SHE INDEX SCORE



# SKILL COMMUNICATE

## SECURING ATTRACTIVE POSITION IN GROWING MARKET

Skill Communicate is effectively positioned as the market leader within Microsoft Technology implementation, having both the size and breadth to be able to take on complex projects and grow through acquisitions. Going forward, we expect continued growth for both Skill Communicate and the market, with further cementation of its leading position. In parallel, results from realizing synergies should be achieved: ability to deliver on larger and more complex projects, unlocking benefits and improving cooperation with Microsoft, improved branding and hiring attractiveness, improved scalability from sharing and development of accelerators, and inorganic growth through acquisition of smaller add-ons.

The development so far has been far ahead of base case based on higher pace of acquisitions than foreseen, with achievement of the original 5-year strategic ambition expected already in 2023/2024.

## ACCELERATING MOMENTUM WITH PERMANENT CEO AND CFO

Following a transition to permanent CEO and CFO, Skill Communicate will have a better ability to develop and create the needed structure to accelerate further growth. Jørn Seglem took office as CEO on 2 May, coming from position as Managing Director for SAS Institute in Norway since 2018, and bringing 12 years of experience from Microsoft. Marius Andersen will take office as CFO from August, coming from position as group CFO at Infocare since 2017, and bringing broad experience from corporate finance and M&A.

The outlook for 2022 is positive, with a strong start in all subsidiaries per April. Several strategic topics will be concretized throughout the year, inter alia branding and marketing strategy, growth and HR plan, ESG strategy, and license strategy.



# TELLUS

## BUILDING THE LEADING PROVIDER OF RV EXPERIENCES IN THE NORDICS

Tellus was founded in 2021 when 9 experienced recreational vehicle retailers and service providers came together to create the superior offering in Norway. The founders' vision was to establish a solid platform with a reinforced focus on the customer journey, quality and sustainability.

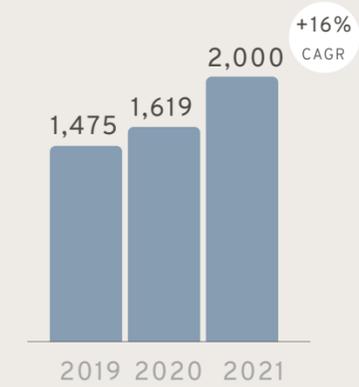
Credo Partners came on board as majority owner in Tellus in 2021. Together with the founders of Tellus and its retailers, Credo Partners has developed a model that combines the autonomy and agility of an independent retailer with the cooperation and shared resources a larger group represents. The group will build operational and commercial excellence through strong partnerships, sharing of best practices and professional management.

## OFF TO A GOOD START

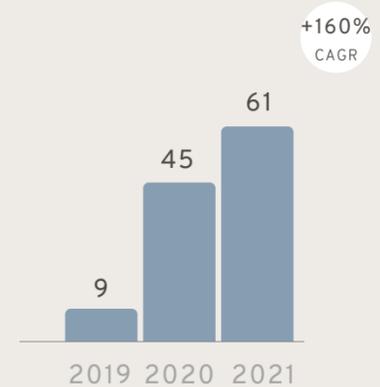
2021 marked a great start for the new group, with strong growth and solid financial results. Although the journey has only just begun, Tellus already represents the largest network of motorhome and caravan dealerships and workshops in the Nordics. Revenues are well-diversified across geographic regions; between new and used units; and between motorhomes, caravans, and shop/workshop activities. We have also come a long way in integrating and professionalizing Tellus' operations and made significant investments to strengthen the foundation for future development.



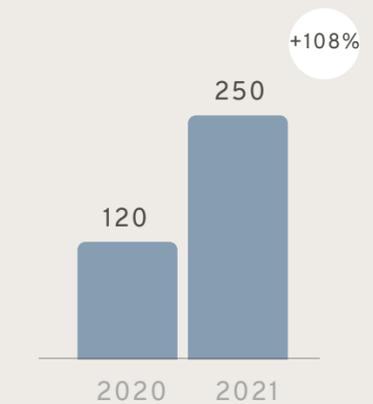
REVENUE  
IN MNOK



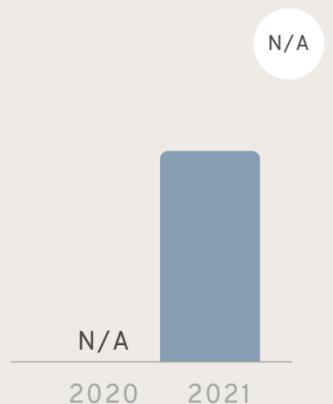
EBITDA  
IN MNOK



EMPLOYEES



NET ASSET  
VALUE



# TELLUS

## ONE TELLUS EVERYWHERE

Tellus aims to be the preferred partner within motorhomes and caravans in the Nordics and contribute to further development in the industry. This shall be achieved through local knowledge and execution power, combined with cooperation, sharing of best practices and resources. The overarching goal for Tellus is to build "one Tellus everywhere", enhancing the ultimate voyage for all our customers and partners.



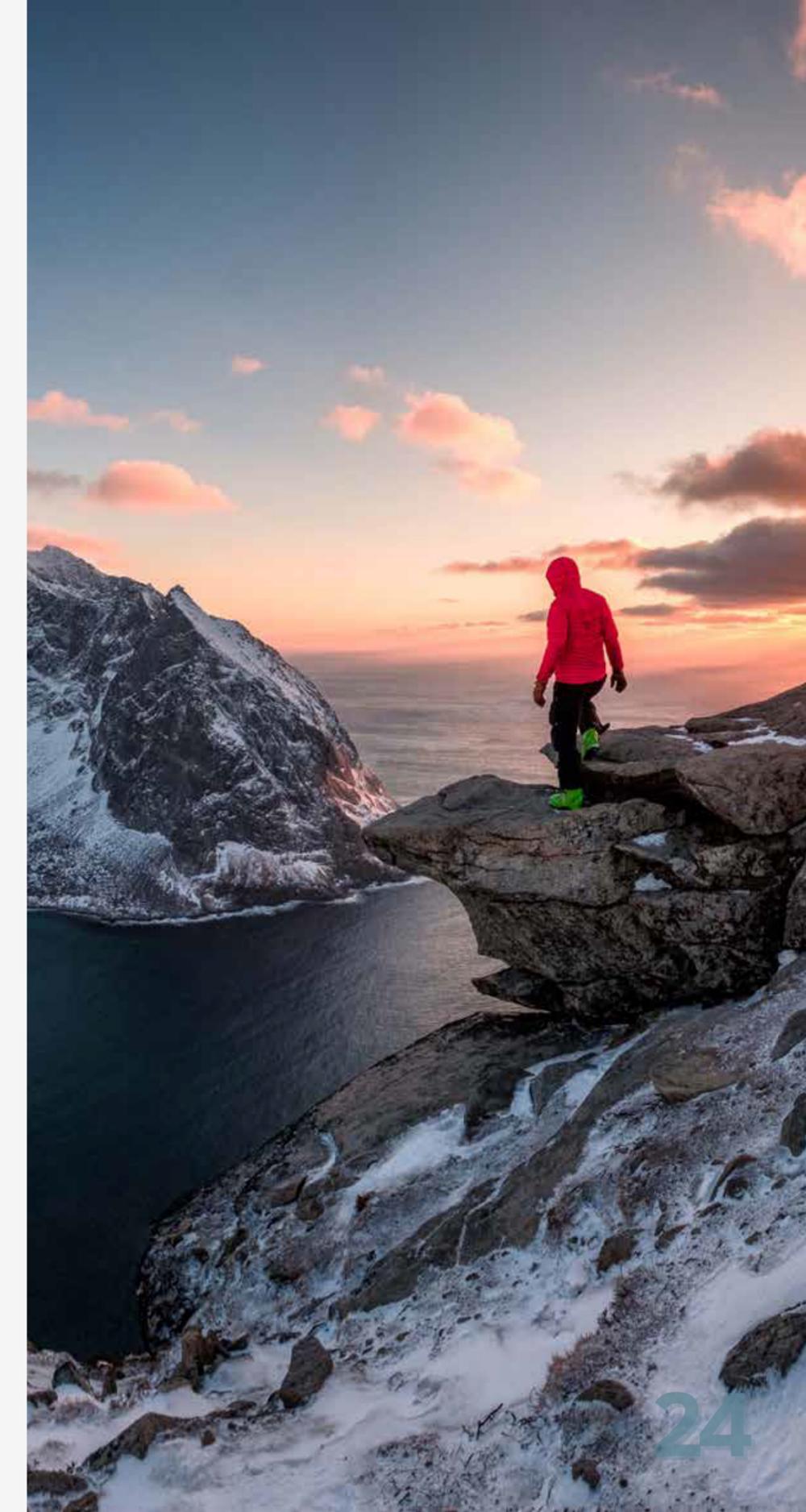
## KEY PRIORITIES

1. A complete customer journey and offering. We aim to have a market-leading customer journey from purchase to maintenance and sale. We offer a wide range of RVs and accessories from leading brands across all price segments and categories. Our competent team is prepared to give our customers safe and hassle-free RV experiences.

2. Longstanding partnerships. We value strong and durable partnerships in the industry. We work closely with our suppliers to offer high-quality products and services. In cooperation with our partners, we will drive innovation in our products and services to the best interest of our customer.

3. A people-first approach in everything we do. Our people are our business. We are one Tellus, with shared vision, mission and values. Tellus aims to be the best place to work in the industry, with an open and inclusive environment and focus on life-long learning and personal development.

4. Continuous development and best-practice sharing within the group. We strive for continuous development and professionalization of our business. We learn from each other and apply best practice across all locations. Our shared functions, systems and support allow for improved efficiency in operations making us stronger together.



# MMC FIRST PROCESS

## GLOBAL SEAFOOD EQUIPMENT PARTNER

MMC First Process (MMCFP) is a frontrunner in the production of systems and equipment to the seafood industry, built on leading technical know-how. The Company is especially recognized for its expertise in handling live fish, which its market position in wellboat and land-based farming is built upon.

MMCFP's aim is to solve the seafood industry's biggest challenges by bringing together handling, processing, and cooling expertise. The Company delivers custom-made and standardized solutions to many segments in the global seafood industry, commonly denominated by the need for advanced technology and high quality. MMCFP is normally the system integrator, delivering the complete system for handling, processing, and/or cooling of fish.

## UNIQUELY POSITIONED FOR A GROWING MARKET

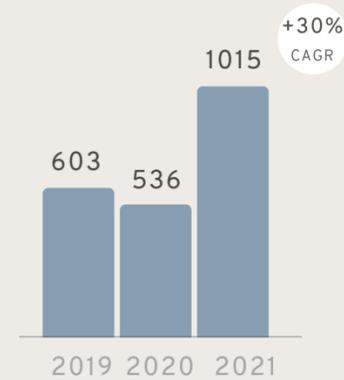
Credo acquired MMCFP from Havyard in 2019 in partnership with the founders and key employees.

The value creation hypothesis was built on several pillars: improvement in competitive strength from removing vertical integration with a customer/boat builder, continued strong wellboat demand, and potentially high value from growing land-based farming and pelagic investments.

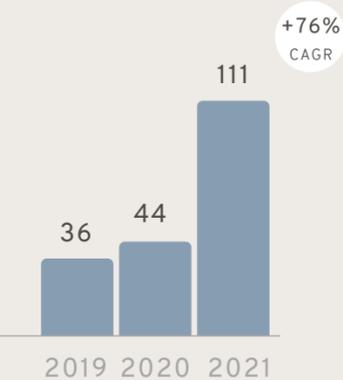
MMCFP is well ahead of plan with results exceeding initial base-case targets expected in 2021, driven by a strong wellboat market and a continuously strengthened position in land-based farming.



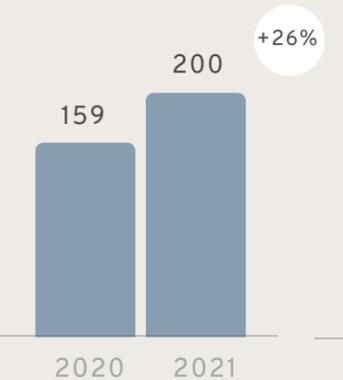
### REVENUE IN MNOK



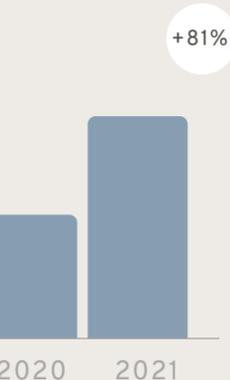
### EBITDA IN MNOK



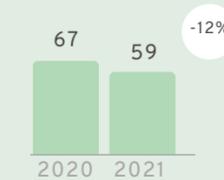
### EMPLOYEES



### NET ASSET VALUE



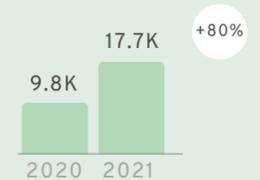
### GHG EMISSIONS: SCOPE 1 (S1) IN TONNES CO2 EQUIVALENT



### GHG EMISSIONS: SCOPE 2 (S2) IN TONNES CO2 EQUIVALENT



### GHG EMISSIONS: SCOPE 3 (S3) IN TONNES CO2 EQUIVALENT



### CARBON EFFICIENCY EMISSIONS/REVENUE 2021

**17.9**  
TON CO2 EQUIVALENTS PER  
MNOK REVENUE

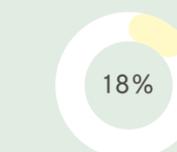
### CODE OF CONDUCT

**90%**  
OF SUPPLIERS SIGNED

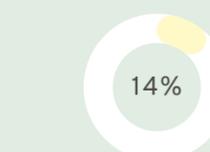
### INJURIES 2021



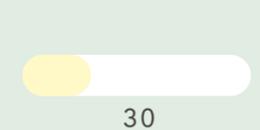
### GENDER BALANCE % FEMALE EMPLOYEES



### BOARD COMPOSITION % FEMALE BOARD MEMBERS



### SHE INDEX SCORE



# MMC FIRST PROCESS

## CONTINUOUSLY CREATING AND REINVENTING VALUE

MMCFP's foundation is based on solid project execution while continually innovating and improving its solutions and products. In addition to delivering on its large order book, the Company is pursuing innovative solutions in digitalization, land-based farming, pelagic fishing and processing, as well as cooling/energy technology. The Company is in the process of operationalizing its ESG strategy process, which will enable measured and focused development on enabling sustainable and ethical management of seafood through best-in-class equipment.



## 2021: SUCCESSFULLY SCALING

2021 was a year of very strong growth, proving the scalability and strength of the business model. Revenues grew 85% from NOK 546 million to NOK 1 billion with improved margins, based on a strong order book. The business model, which is based on deep engineering competence and high degree of procurement and outsourcing, enabled successful scaling to deliver on record demand.

Management has also executed on several key initiatives in 2021, further developing the robustness and development potential of MMC First Process. The management team was expanded, new organizational model implemented, big data solution unveiled, and the Company led the launch of a global tech sector hub (GATH - Global Aquaculture Tech Hub) together with other key players.

## FORTIFYING POSITION IN GROWTH AVENUES

MMC First Process identified, entered and fortified positions in several growth segments in 2021. The entry into landbased farming has been strengthened, where MMC First Process has established itself as a leading subsystem supplier of handling systems enabling packages of NOK 150+ million. Attractive positions in energy solutions and salmon processing have also been identified and are being actively developed.

## SUSTAINABILITY STRATEGY HEADLINES



### 1 FISH WELFARE AND FOOD PRODUCTION

MMC First Process is a key enabler of improved resource utilization through its products and solutions. MMC First Process aims to reduce fish mortality and improve quality on processed fish through continuous design improvements and adding digitalization solutions, which will increase transparency and allow improved insights to focus development efforts.

### 2 COMPETENCE AND SOCIETY

Improve industry competence and understanding of the importance of fish handling and processing equipment in maintaining fish welfare, product quality and reducing fish mortality. Key initiatives include the company's "Fish Welfare Academy".

### 3 SUSTAINABLE VALUE CHAIN

Continuously reduce MMC First Process' CO<sub>2</sub> footprint. Key initiatives include improved material choices of materials in design, increase use of digital solutions for service and meetings, requirement for suppliers to sign a code of conduct and use of electric vehicles.

# MILL INTERNATIONAL

## KEEP WARM WITH STYLE

Mill is the leading supplier of electrical heaters in Norway with smart home solutions and award-winning Scandinavian design. Mill has a high-quality offering at affordable price points, and the efficient and highly customer-centric business model allows high innovation speed. The products are currently sold in 27 countries across Europe, Asia and Oceania.

## SCANDINAVIAN MARKET LEADER

Credo partnered with Mill in July 2019 to help the founding family leverage the growing international demand and potentially expand into adjacent products. With a high-quality offering, a position as the domestic market leader, and a winning business model characterized by a highly flexible and cost-efficient setup, Credo saw the opportunity for significant value creation and high potential investor returns.

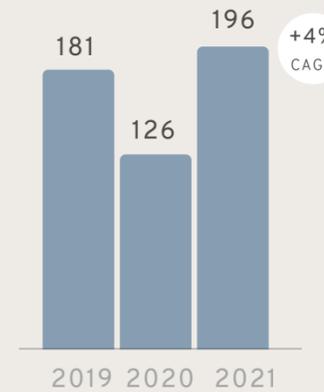
## MANAGING THE SEASONALITY

Electrical heaters are a naturally seasonal product and dependent on the intensity of the winter season, which Credo and management view as both a challenge and an opportunity.

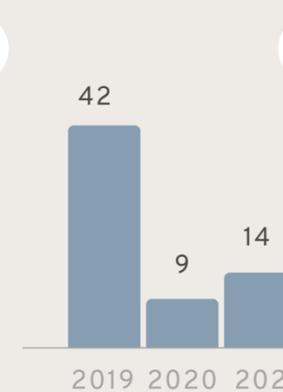
The focus has therefore been on developing adjacent product categories that are either less seasonal or opposite seasons, such as an air quality sensor and outdoor heating, and expanding to regions such as Australia that helps offset the Nordic seasonality. The product development pipeline continues to be exciting and combined with developing export opportunities, Mill is expected to continue growing over the next few years.



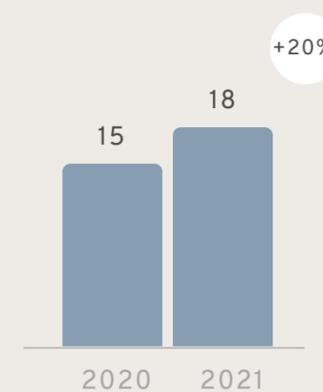
REVENUE  
IN MNOK



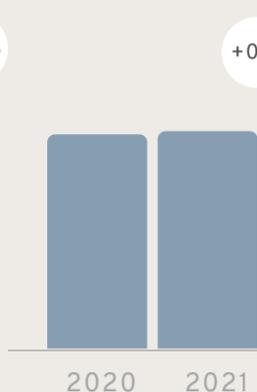
EBITDA  
IN MNOK



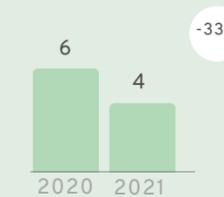
EMPLOYEES



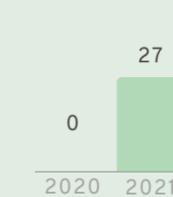
NET ASSET  
VALUE



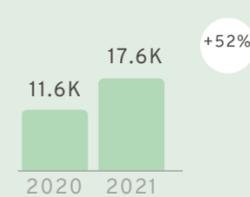
GHG EMISSIONS: SCOPE 1 (S1)  
IN TONNES CO2 EQUIVALENT



GHG EMISSIONS: SCOPE 2 (S2)  
IN TONNES CO2 EQUIVALENT



GHG EMISSIONS: SCOPE 3 (S3)  
IN TONNES CO2 EQUIVALENT



CARBON EFFICIENCY  
EMISSIONS/REVENUE 2021



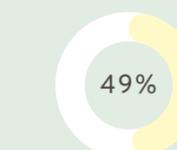
CODE OF CONDUCT



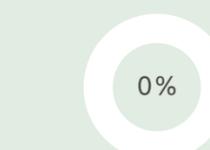
INJURIES 2021



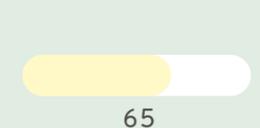
GENDER BALANCE  
% FEMALE EMPLOYEES



BOARD COMPOSITION  
% FEMALE BOARD MEMBERS



SHE INDEX SCORE



# MILL INTERNATIONAL



## DEVELOPING NEW MARKETS AND PRODUCTS

The strategic ambition at Mill is underpinned by five key pillars; fortify the position in the home market, grow the position in export markets, maintain margins while building a scalable platform for the future, distance the competition by investing in current core technology, and continue to develop new products. Of these initiatives, advances in international markets is expected to contribute the most substantial share of the company's future growth. In 2020 Mill developed a sustainability strategy with concrete immediate initiatives, and we believe it is both possible and natural for the company to take a leading position related to sustainability in the industry, supported by smartness.

## SUSTAINABLE SMARTNESS

The Company's sustainability strategy is particularly focused on climate actions (UN goal 13), decent work (UN goal 14) and responsible consumption (UN goal 12). A key component of the Company's longer-term strategy is continuous development of smart heaters and the Mill app for more efficient electricity usage. As part of the sustainability strategy Mill developed packaging without styrofoam which is currently being tested, and CO<sub>2</sub> emissions are monitored and reported.

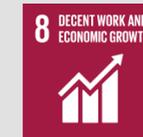
## SUPPLY CHAIN CHALLENGES AFFECTING 2021 RESULTS

Revenue and EBIT were lagging the base case in 2021, mainly explained by logistics and supply chain challenges due to the global pandemic. Mill's results were hampered by extraordinary cost increases in components and the abnormally expensive and chaotic shipping situation. However, customers' sales out of store were strong during the last part of 2021, and there are positive signals from key customers for 2022.

## ATTRACTIVE LONG-TERM GROWTH OPPORTUNITIES

With clearly defined plans for production and sourcing, new product launches set for 2022 and beyond, and organizational development progressing well, Mill is well-positioned for growth.

## SUSTAINABILITY STRATEGY HEADLINES



1

### CUSTOMER ENABLEMENT

We develop attractive and smart products that enable consumers to engage in how they use energy for heating

2

### CIRCULAR PRODUCT LIFECYCLE

We want to transform the way products are developed, produced, and recycled, and we aim to be a forerunner in sustainable production



# KONSTEL

## LOCAL STARS, POWERED BY KONSTEL

Konstel (previously Elscoop) comprises 21 electrical installation firms in Eastern Norway and Trøndelag and a supporting group function. The companies each represent household names in their local markets, and deliver solid financial performance by offering service and small- to mid-sized projects. The group creates value by combining the agility, flexibility, and local anchoring of a smaller company with the resources, bargaining power, community, and system value of a corporation. Among others, the electrical installation firms benefit from the Konstel procurement platform and digital toolbox, access to best practices and a forum for sparring with like-minded enthusiasts.



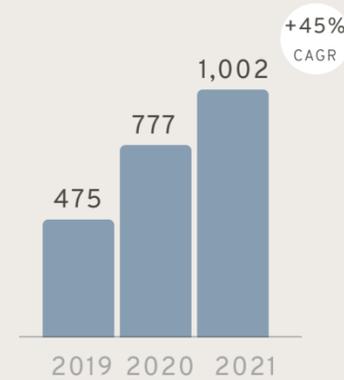
## ATTRACTIVE GROWTH PLATFORM

Credo partnered with Konstel in July 2019 to build the leading electrical installation group in Norway, to be achieved through organic growth initiatives and an attractive acquisition model. Since then, Konstel has further strengthened the platform and value proposition as a consolidator in the highly fragmented electrical installation market.

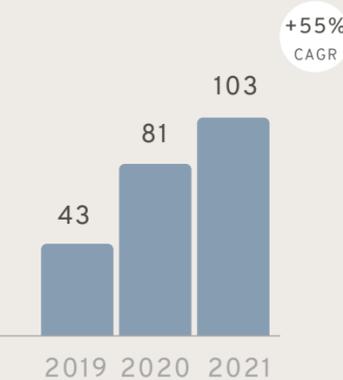
## CONTINUED STRONG DEVELOPMENT IN 2021 SEMENTING POSITION AS LEADING CONSOLIDATOR

Konstel's growth journey continued in 2021. The group closed 5 add-on acquisitions in the year. Revenues grew by 5% organically while maintaining an EBITDA margin of 10%. In 2021, the group progressed on key strategic initiatives. The management team was further strengthened with resources within HR, sustainability, marketing and procurement. 2021 milestones include kicking off of an updated learning and development program, introduction of revitalized websites and implementation of the sustainability strategy locally.

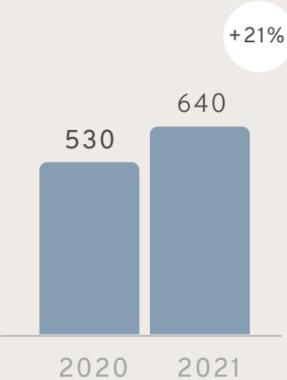
### REVENUE IN MNOK



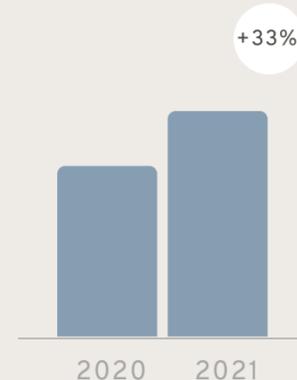
### EBITDA IN MNOK



### EMPLOYEES



### NET ASSET VALUE



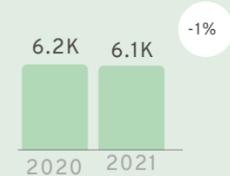
### GHG EMISSIONS: SCOPE 1 (S1) IN TONNES CO2 EQUIVALENT



### GHG EMISSIONS: SCOPE 2 (S2) IN TONNES CO2 EQUIVALENT



### GHG EMISSIONS: SCOPE 3 (S3) IN TONNES CO2 EQUIVALENT



### CARBON EFFICIENCY EMISSIONS/REVENUE 2021

6.6

TON CO2 EQUIVALENTS PER  
MNOK REVENUE

### CODE OF CONDUCT

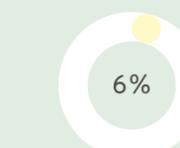
N/A

OF SUPPLIERS SIGNED

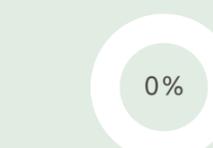
### INJURIES 2021



### GENDER BALANCE % FEMALE EMPLOYEES



### BOARD COMPOSITION % FEMALE BOARD MEMBERS



### SHE INDEX SCORE



\*She Index not available at time of reporting

# KONSTEL



## BECOMING THE LEADING MULTI-LOCAL ELECTRICAL INSTALLATION GROUP

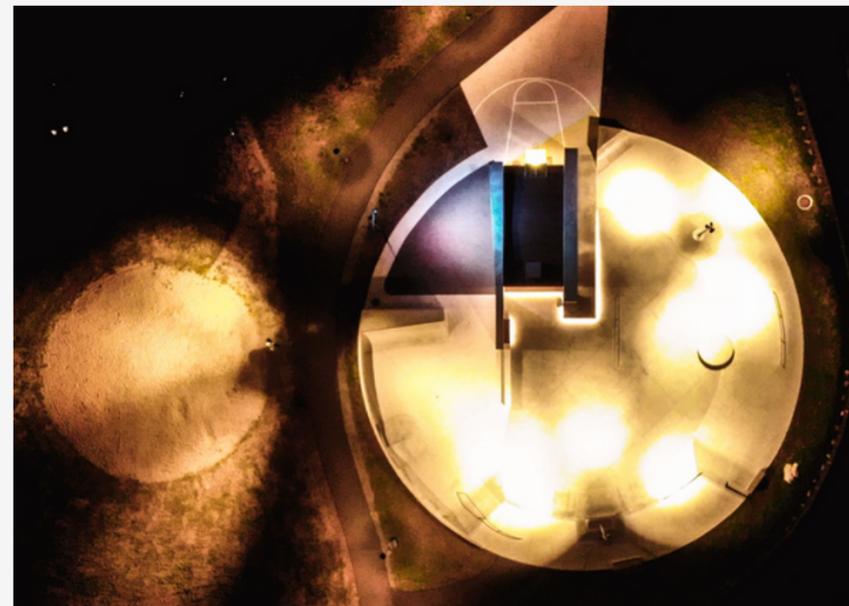
Konstel aims to be the leading multi-local electrical installation group in Norway, with a distinct value proposition towards employees, clients, and partners. The group will build competitive advantage and contribute to the triple bottom line by prioritizing environmental and social conditions in the companies and the value chain. Furthermore, Konstel's employees will enable the transition to an electric world by building competences within energy efficiency and renewable energy sources.

## AHEAD OF PLAN

Konstel is ahead of the original plan. The company is a leading consolidator in the Norwegian market with ample room for further growth. Since Credo's entry, the group has grown from 11 to 21 electrical installation companies with total revenues of NOK 1 billion in 2021. The management team has extensive experience to continue delivering on Konstel's growth initiatives, including digitization and sharing of best practices.

## HIGH AMBITIONS FOR 2022

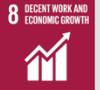
Konstel has high ambitions for the coming year. The group has a solid pipeline of acquisition targets in current as well as new regions. The installation companies experience high demand in the service and project segments as of Q1. The group is not directly affected by the geopolitical situation; however, material prices are expected to increase. Management and local leaders are monitoring the situation and taking measures accordingly. As of May 2022, the management team has been strengthened with a new CFO and head of procurement, who will contribute to building the preferred group for strong local electricians.



## SUSTAINABILITY STRATEGY HEADLINES

- 1 RESPONSIBLE EMPLOYER**  
We are an inclusive workplace prioritizing employee health, safety and personal development  

- 2 FUTURE-PROOF OFFERING**  
We offer innovative solutions promoting energy efficiency and renewable energy sources  

- 3 RESPONSIBLE PARTNER**  
We take responsibility for social conditions and sustainable resource consumption in our value chain  


# VILLA PARADISO

## LEADING ITALIAN FOOD PROVIDER

Villa Paradiso consists of six restaurants and an independent import business. The restaurants are recognized as a leading institution for true Neapolitan food, served with an authentic Italian ambiance, offering high quality dishes at affordable prices. The import business delivers Italian specialty food and ingredients to the Norwegian HoReCa segment direct from Italian suppliers, supported by in-house warehouse and logistics.

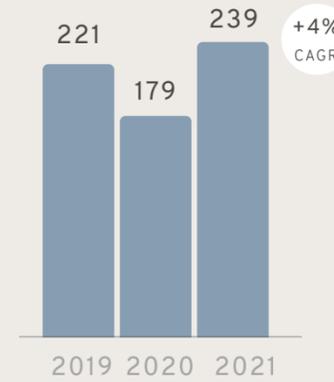
There is no hiding the fact that 2020 and 2021 have been very challenging years for the restaurant business. During lock-down periods, monthly sales have been reduced by over 75%, hitting margins even harder due to ripple effects on staffing and COGS. However, the company has spent the time well, establishing a new and lighter leadership team, opening two new restaurants during covid, both at prime locations, securing funding through government support and renegotiated loan agreements, as well as establishing an ESG strategy. As the KPIs on this page shows, Villa Paradiso has a good starting point on the People dimension, but a much bigger job to do on the Planet dimension, in particular reducing indirect emissions.

## A BUMPY RIDE IN THE RESTAURANT BUSINESS

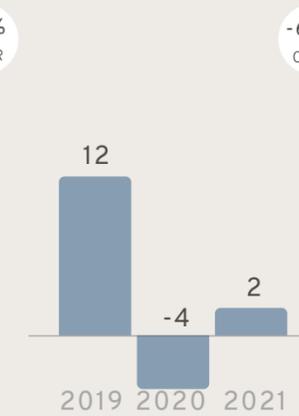
Credo Partners invested in Villa Paradiso in October 2017. At the time, there were two restaurants and an import business at same size as the restaurants. The company was led by the two Founders who were seeking a partner to professionalize operations and roll out new restaurants. During Credo's ownership Villa has grown to seven restaurants, is now steadily growing the import business with external customers, and now operating independently of the Founders.



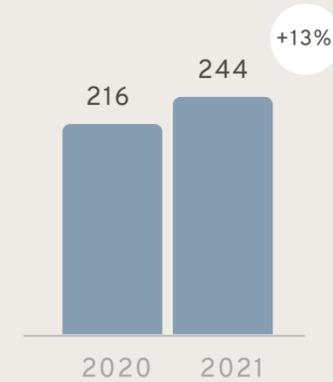
REVENUE  
IN MNOK



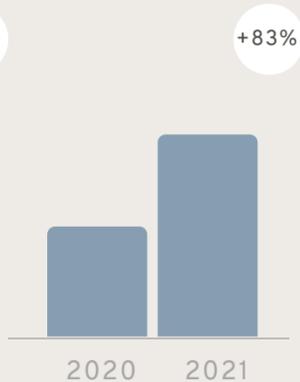
EBITDA  
IN MNOK



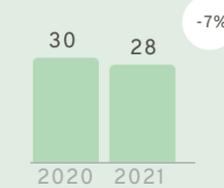
EMPLOYEES



NET ASSET  
VALUE



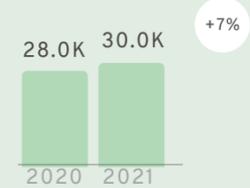
GHG EMISSIONS: SCOPE 1 (S1)  
IN TONNES CO2 EQUIVALENT



GHG EMISSIONS: SCOPE 2 (S2)  
IN TONNES CO2 EQUIVALENT



GHG EMISSIONS: SCOPE 3 (S3)  
IN TONNES CO2 EQUIVALENT



CARBON EFFICIENCY  
EMISSIONS/REVENUE 2021



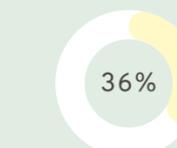
CODE OF CONDUCT



INJURIES 2021



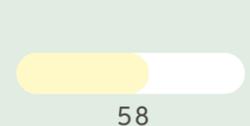
GENDER BALANCE  
% FEMALE EMPLOYEES



BOARD COMPOSITION  
% FEMALE BOARD MEMBERS



SHE INDEX SCORE



\*Implementation in 2022

# VILLA PARADISO



## PRIORITY NO 1: GET BACK TO NORMAL

The highest priority for Villa Paradiso is to ensure a successful rebound with markets reopened.

2022 will be all about operations of existing units. There is a critical shortage of restaurant staff in the market, which means recruiting and training will be a differentiating success factor also for Villa Paradiso throughout 2022. Villa Import continues to grow its portfolio of external customers, also through frame agreements with the leading food purchasing groups in the country, while in parallel developing niche offerings to other parts of HoReCa and grocery retail through its established partnership with Oda. Recent key recruitments within purchasing, product development, controlling and sales will substantially increase the company's ability to achieve its operational goals, and set new growth ambitions thereafter.

## THE VILLA BRAND AS FUEL FOR GROWTH

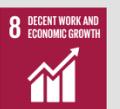
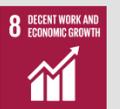
In 2021, Villa Paradiso has refreshed and structured its brand. The company's restaurant concept is deliberately rustic and with space for individuality for each restaurant. At the same time, the growing number of units and the potential value of the brand in other consumer channels, requires more structure. We are pleased to see the updated brand unite the company, and already in use on Villa products sold through Villa Import.



## OUTLOOK

Entering into 2022, life is slowly returning to normal, albeit with continued disturbances in the labor market and food prices. The outlook for Villa Paradiso is positive: restaurant guests are back, and external import customers keep ordering more. However, expect 2022 to be a start-up year in terms of financial results, with positive, but not great profit margins. Operations and margins will stabilize during the second half of the year, as our hundreds of new service personnel complete their necessary training.

- 1 SUSTAINABLE MENU**  
Vegetarian options, less meat and clean, ecological produce. Measured by share of vegetarian options
- 2 REDUCED WASTE**  
Less food waste both in purchase and in our restaurants. Measured by food waste divided by revenues
- 3 SUSTAINABLE TRANSPORT**  
Reduce emissions by choosing electrical vehicles. Measured by share of electrical vehicles
- 4 MEANINGFUL WORK**  
We will be a safe place to work with a positive onboarding experience. Measured by completed training, turnover and sick leave
- 5 SUSTAINABLE SUPPLIERS**  
Our products are made by people with decent working and wage conditions. Measured by signed code of conducts.



# GLOBUS WINE

LEADING CATEGORY PARTNER TO DANISH RETAIL WITH LARGEST FILLING FACILITY IN THE NORDICS

Globus Wine is the leading wine category partner to Danish retail. The Company offers global sourcing of bulk wine, wine making, filling, design and concept making, and logistics. With the largest wine filling facility in the Nordics, Globus Wine creates sustainable value for wine producers, wine importers, and retailers, at industry-leading cost levels.



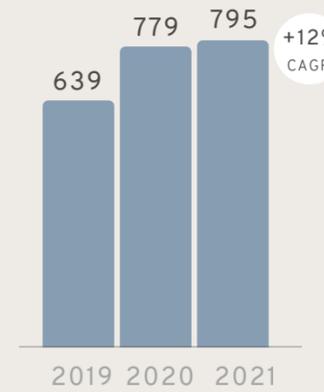
## FULL TRANSFORMATION COMPLETED

Credo Partners invested in Globus Wine in November 2016, a time when the Company had built a strong position in Danish retail, mostly based on private label and filler services. In partnership with the founders, Credo launched a five-year plan focused on 3 key elements: 1) Strengthen organization and capabilities, 2) build portfolio of own wine brands, and 3) transition operations to a new greenfield plant for capacity expansion and cost efficiency.

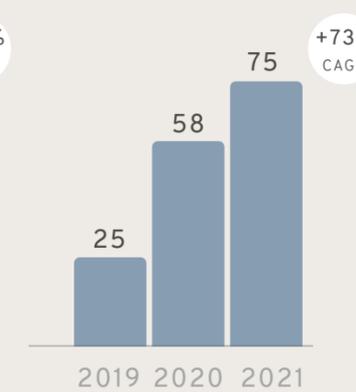
Globus Wine has now completed the transition to a professional and solid company:

- New top management with extensive experience from the retail and FMCG industries
- New state-of-the-art filling facility with more than double capacity representing significant economies of scale
- Significant portfolio and position of own brands (22% market share by value in Denmark across all retail wine sales by end 2021), demonstrating category leadership in Danish retail
- A firm position as a leading bulk wine player in the Nordics, drawing upon a global sourcing network and local storage and filling

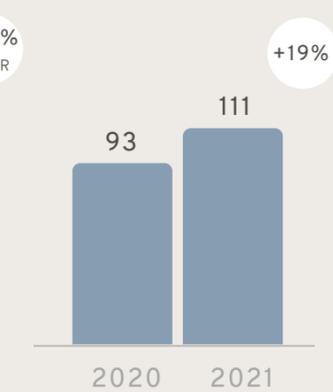
### REVENUE IN MNOK



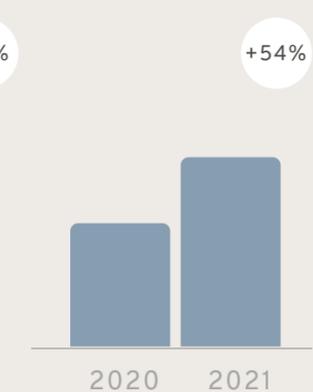
### EBITDA IN MNOK



### EMPLOYEES



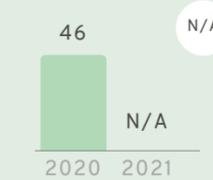
### NET ASSET VALUE



### GHG EMISSIONS: SCOPE 1 (S1) IN TONNES CO2 EQUIVALENT



### GHG EMISSIONS: SCOPE 2 (S2) IN TONNES CO2 EQUIVALENT



### GHG EMISSIONS: SCOPE 3 (S3) IN TONNES CO2 EQUIVALENT



### CARBON EFFICIENCY EMISSIONS/REVENUE 2021



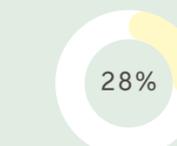
### CODE OF CONDUCT



### INJURIES 2021



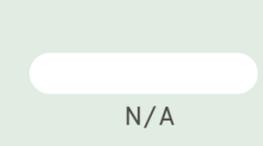
### GENDER BALANCE % FEMALE EMPLOYEES



### BOARD COMPOSITION % FEMALE BOARD MEMBERS



### SHE INDEX SCORE



# GLOBUS WINE



## CEMENTING POSITION AS CATEGORY CAPTAIN INTO DANISH RETAIL

2021 was a great year for Globus Wine as it gained market share across all wine categories confirming the model's replicability outside of the legacy red wine offerings, where its Il Capolavoro brand is now the largest wine-brand in Denmark by volume.

In a market marked by supply disruption and input cost inflation, Globus Wine affirmed its pricing power by successfully passing on costs and growing gross margins. EBITDA margins have room to continue expanding as scale, scope and productivity benefits from high performance operations, volume growth, and own brands are increasingly captured. Further, large global Filler customers are increasingly seeing the value of the bulk wine sourcing model, opening additional growth avenues from upselling.

## MARKET POSITION SUPPORTED BY ESG VALUE PROPOSITION

Globus Wine and its bulk wine model offers a more carbon-efficient route from grape to glass via its means of transportation, local filling, and more sustainable packaging solutions. The Company will during 2022 further sharpen its sustainability proposition by extending Scope 1, 2, and 3 calculations, targeting to meet the Science Based Targets standard by the end of the year.

The market is increasingly interested in Globus Wine's sustainability proposition. The first CSR report was published in March 2021 and was updated in March 2022. Globus Wine is now working in close collaboration with its major retail customers to arrive at a new industry-standard for CO<sub>2</sub> labelling in Danish retail.

## ATTRACTIVE ECONOMICS DEMONSTRATED DESPITE VOLATILE GLOBAL FREIGHT ENVIRONMENT

In 2021, the company delivered another year where strong sales growth and gross margin contributions on own brands met solid underlying operations, delivering an EBITDA of DKK 55 million (+34%) on revenues of DKK 582 million (+5%). Growth was primarily driven by own brands into Danish retail (+15%) as global supply chain disruptions and volume shifts following Covid 19 patterns normalizing led to a 9% contraction in Filler volumes.

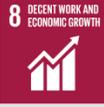
## STRONG OUTLOOK DESPITE UNCERTAIN MACRO BACKDROP

The future outlook for Globus Wine remains solid, driven by a highly competent top management team, stabilized and effective production, favorable ESG-trends, and further market growth both within own brands and filler services. The underlying value proposition should continue to drive market share gains even as disruptions following the war in Ukraine add to existing supply chain woes.

## SUSTAINABILITY STRATEGY HEADLINES

- 1 SOCIAL SUSTAINABILITY**  
As an important player in the wine industry we want to increase our support against substance abuse. In procurement, we work to ensure social sustainability in worker health and fairness.  

- 2 DIVERSITY**  
Globus Wine believes that diversity among employees and leaders contributes to a positive working environment and business success.  

- 3 CREATING GOOD CONDITIONS**  
Globus Wine wants to be an attractive workplace. We do this by generating decent jobs, and creating good conditions for our employees.  

- 4 RESPONSIBLE WINE PRODUCTION**  
As market leader, we take steps to support responsible wine production and want to support responsible consumption  

- 5 REDUCE CLIMATE IMPACT**  
We reduce our impact on the climate and the environment through concrete initiatives  


# CEGAL

## TECH POWERHOUSE FOR THE ENERGY SECTOR

Cegal delivers industrial software, consulting and specialized cloud operation services. The company was created through the merger of Cegal and Sysco in the second half of 2021. Cegal had a strong market position in oil and gas, and a well-established offering within managed services and software, generating high recurring revenues. SYSCO had an equally strong market position within energy utilities/renewables and a strong consulting business. The combined company has a complete service offering to the energy sector and will be a partner for the industry's transition to renewable energy. Norvestor is the majority owner of the combined company, with Credo as the largest minority owner. Credo retains board membership, and SYSCO's CEO became the CEO of the merged group

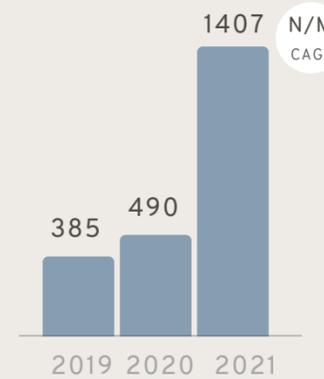
## FROM LOCAL UTILITIES TO GLOBAL ENERGY TRANSITION

Credo invested in Sysco in 2016. The company had grown impressively since its inception in 2004, to generate revenues of NOK 180 million, with healthy margins. Founders and management saw high potential but needed a partner to help prioritize and develop a scalable institutional platform for further expansion.

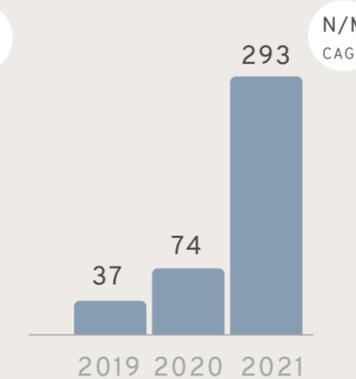
Adding complexity to the task, Sysco's clients within its focus vertical comprised a long list of smaller Norwegian utilities and power producers – a segment experiencing consolidation, subject to regulatory changes and increased industrial complexity from the massive influx of electricity from intermittent sources. Sysco's offering therefore had to be reworked to solve new challenges and suit a smaller universe of larger clients. The plan worked and resulted in a highly attractive merger with Cegal, generating both high cash-on-cash returns and an attractive ownership in the combined company on top.



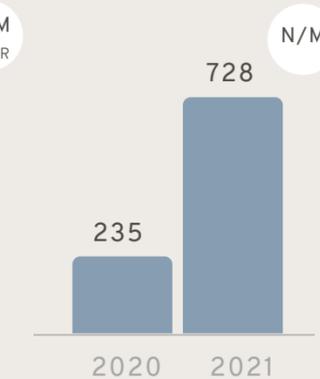
REVENUE  
IN MNOK



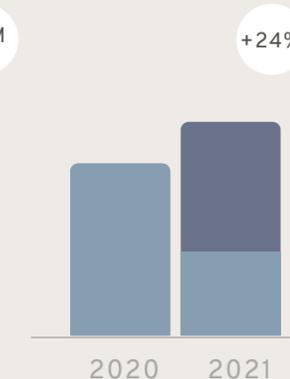
EBITDA  
IN MNOK



EMPLOYEES



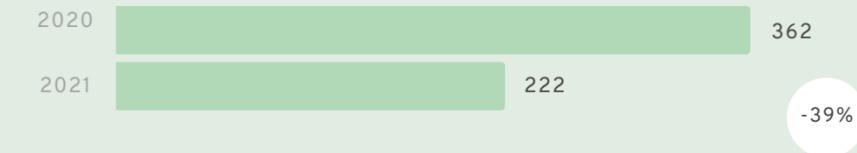
NET ASSET  
VALUE



REALIZED  
UNREALIZED

\*2019 and 2020 show figures for SYSCO, 2021 for Cegal and SYSCO combined

GHG EMISSIONS: SCOPE 1 - SCOPE 3  
IN TONNES CO2 EQUIVALENT



CARBON EFFICIENCY  
EMISSIONS/REVENUE 2021



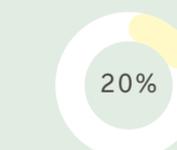
CODE OF CONDUCT



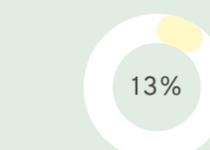
INJURIES 2021



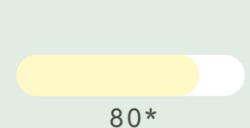
GENDER BALANCE  
% FEMALE EMPLOYEES



BOARD COMPOSITION  
% FEMALE BOARD MEMBERS



SHE INDEX SCORE



\*Score of Sysco AS

## THE JOINT GAME PLAN

With the acquisition of Sysco in place, Cegal has strong offerings in all three business areas: industrial software, consulting and cloud operations, and a distinct specialization in energy. Cegal will keep growing as a key enabler for energy companies in their shift towards a more sustainable future.

## INHERENTLY ENVIRONMENTAL

Internally Cegal already has the ISO-certifications regulating environmental topics and health and safety, procures 98% of electricity from renewable sources, and uses mainly hydro-powered data centers. As importantly, the company helps energy customers operate more effectively through digitalization, and is an enabler for international energy companies' transition to renewable energy. Through the Oda network, Cegal is heavily engaged in recruiting more women to the field of computer science, and reducing the wage gap, promoting gender diversity in an industry traditionally dominated by men.

## YEAR OF THE MERGER AND INTEGRATION

2021 was a momentous year for Cegal, with the merger as the main event.

Both the transaction, and the following integration process has demanded substantial resources from both management and key employees. Entering into 2022, the integration project is completed, and management will return its focus to winning large customer contracts, enabled by the strong joint market position in the energy sector, and continue to improve the inner workings of the company towards a truly next generation IT services firm. The new Cegal brand has also just been launched and well received by employees and customers.



## SUSTAINABILITY STRATEGY HEADLINES

# 1

### MINIMIZE EMISSIONS

- Minimize carbon footprint of energy operations (upstream and downstream less relevant)
- Business relevance: Cegal is a key enabler for energy companies and their transition into renewable energy
- KPI: Carbon footprint, tCO<sub>2</sub>e



# 2

### EMPOWER WOMEN

- Empower women throughout all levels in the company
- Business relevance: Diversity is a key part of employer branding
- KPI: Proportion of women in managerial positions



# 3

### RESPONSIBLE CORPORATION

- Stimulate training and development for employees
- Business relevance: Key part of strengthening the company's key asset, its employees
- KPI: Training budget in % of payroll



# MADE FOR MOVEMENT

## ENABLING MOVEMENT

Made for Movement is a specialist producer and seller of movement-enabling products to patients with severe movement disabilities. With own sales force in four countries and distributor agreements in over ten countries, Made for Movement is a recognized therapeutic expert with international presence and unique products that produce high user benefits.

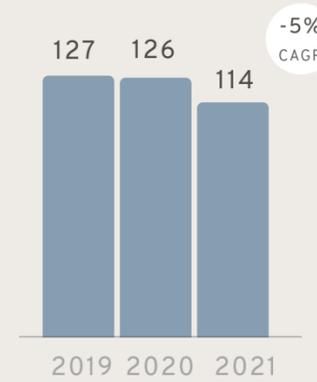
## INTERNATIONAL EXPANSION BASED ON INNOWALK

Credo partnered with Made for Movement in 2014 based on a plan to expand the business internationally, especially in Germany. The strong margins for the Company's products would enable an attractive return on the sales platform, which is costly to sustain. Although sales in Germany have been growing, the development in this market has been significantly slower than expected in the business case, which to a large extent is a result of that the business case assumption of significantly improved market access for the Innowalk in Germany has not yet materialized.

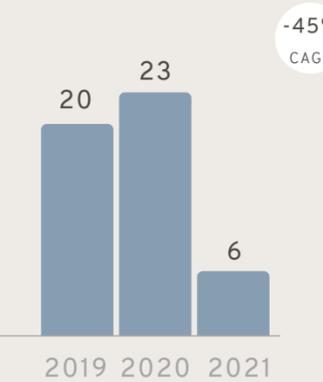
Alternative paths to growth have been explored, with success in establishing own sales operations in UK and expanding the setup in Sweden, based on the Innowalk. In June 2020, Made for Movement delivered the best last-twelve-months numbers in the Company's history, demonstrating a strong growth trajectory and proven scalability in salesforce utilization (and profitability). The subsequent Covid-19 lockdowns severely impeded market access, with resulting revenue and profitability deterioration. Although the financials have been severely hampered by Covid-19, Management has in 2021 focused on improving the organization in preparation for market reopening.



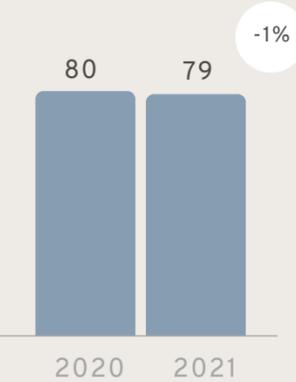
### REVENUE IN MNOK



### EBITDA IN MNOK



### EMPLOYEES



### NET ASSET VALUE



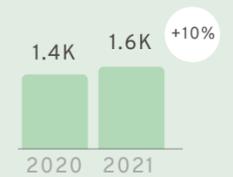
### GHG EMISSIONS: SCOPE 1 (S1) IN TONNES CO2 EQUIVALENT



### GHG EMISSIONS: SCOPE 2 (S2) IN TONNES CO2 EQUIVALENT



### GHG EMISSIONS: SCOPE 3 (S3) IN TONNES CO2 EQUIVALENT



### CARBON EFFICIENCY EMISSIONS/REVENUE 2021

16.8

TON CO2 EQUIVALENTS PER  
MNOK REVENUE

### CODE OF CONDUCT

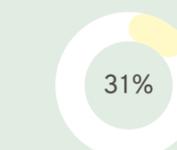
95%

OF SUPPLIERS SIGNED

### INJURIES 2021



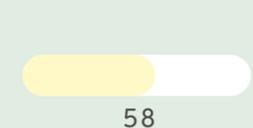
### GENDER BALANCE % FEMALE EMPLOYEES



### BOARD COMPOSITION % FEMALE BOARD MEMBERS



### SHE INDEX SCORE



# MADE FOR MOVEMENT

## BUILDING ON THE INNOWALK IN A POST-COVID WORLD

Top priority going forward is to accelerate momentum following reopening of markets, especially in Norway, which has been most severely hit by Covid-19 restrictions. Made for Movement has successfully developed Innowalk 2, which is expected to boost sales and add momentum on the return to normality.

ESG is embedded in Made for Movement's culture and products, which have major impact on the patients' welfare. Due to challenging market conditions, ESG strategy development was postponed to first secure profitable operations.

## A YEAR OF INTERNAL DEVELOPMENT FOCUS

2021 financials were subpar, strongly affected by Covid restrictions. Due to long lead time (up to 6 months) the full force of the restrictions were first visible in 2021. Ongoing return to normality in especially Norway, which is the hardest hit and most profitable market, will significantly improve results when back on pre-Covid levels.



Behind the scenes, the organization has completed several important developments: hiring of a CFO and CCO, published key study in peer-reviewed journal, further digitalization of marketing and sales tools, and increased outsourcing to improve scalability.

## MAINTAINING MOMENTUM TO NORMALITY AND BEYOND

The key priority going forward is to maintain and accelerate the growth trajectory, realizing the potential that was shown 2019 H2 and 2020 H1. The investments in robustness and scalability gives a financial and operationally stable foundation for growth.

2022 has per Q1 shown mixed results, with work needed to rebuild relationships and contacts, as many contacts are still reluctant to meet (especially parents of patients).



# VARIER

## DESIGNER AND PRODUCER OF ERGONOMIC CHAIRS FOR THE GLOBAL CONSUMER MARKET

Varier is a furniture company based in Oslo, designing and producing high-quality ergonomic chairs that invite people to move when they sit. Since 1979, the products have led the innovation within their field, and inspired healthy sitting and creativity in workspaces and homes across the world. The products seek to balance ergonomic, functionality and beautiful design.

## ESTABLISHING A GLOBAL FURNITURE COMPANY

Credo Partners has been invested in Varier since the company was divested from Stokke. In 2018, Varier was facing severe financial problems as a result of a non-performing supply chain and declining sales. The company was refinanced in 2019, and a new CEO was hired to lead the recovery and renewed development of Varier towards becoming a globally recognized furniture company focusing on ergonomics and design.

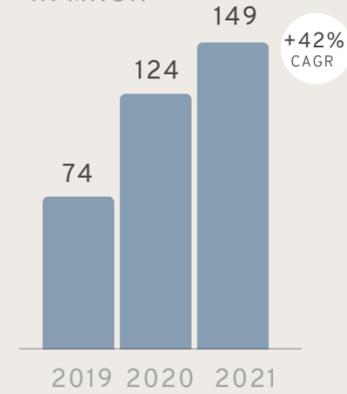
## REACHING NEW HEIGHTS IN 2021

Varier reached new heights in 2021, with revenues of NOK 149 million. The market for furniture, and especially home-office furniture, held strong momentum in 2021. Varier was positioned to grow sales in digital channels and across new and existing markets. The company introduced a new chair, the Variable Plus, and started several product development projects in partnership with Snøhetta.



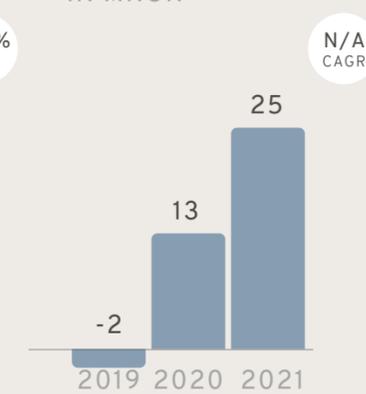
### REVENUE

IN MNOK



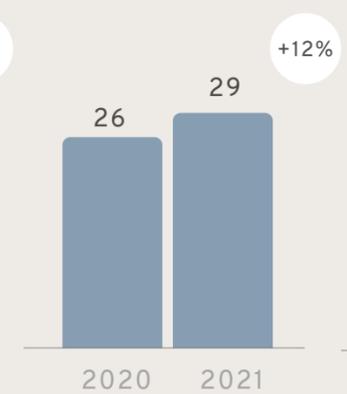
### EBITDA

IN MNOK



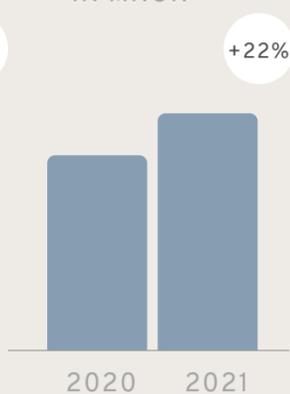
### EMPLOYEES

IN MNOK

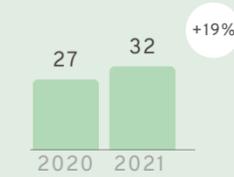


### NET ASSET VALUE

IN MNOK



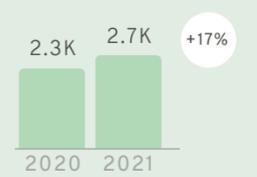
### GHG EMISSIONS: SCOPE 1 (S1) IN TONNES CO2 EQUIVALENT



### GHG EMISSIONS: SCOPE 2 (S2) IN TONNES CO2 EQUIVALENT



### GHG EMISSIONS: SCOPE 3 (S3) IN TONNES CO2 EQUIVALENT



### CARBON EFFICIENCY EMISSIONS/REVENUE 2021

19.0

TON CO2 EQUIVALENTS PER  
MNOK REVENUE

### CODE OF CONDUCT

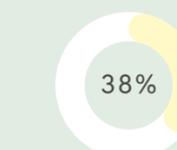
97%

OF SUPPLIERS SIGNED

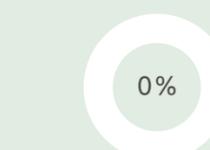
### INJURIES 2021



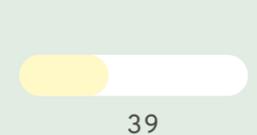
### GENDER BALANCE % FEMALE EMPLOYEES



### BOARD COMPOSITION % FEMALE BOARD MEMBERS



### SHE INDEX SCORE



# VARIER

## GOING GLOBAL AND DIGITAL

The strategic priorities for Varier are defined in four dimensions: Prioritize major international markets; market and sell products through digital channels and selected local distribution partners (supported by selected physical showroom presentation and service); focusing marketing efforts on inspiring and educational content in digital channels; driving continuous innovation and product development within the core offering of kneeling, sit-stand and multifunctional chairs for the home.

## SHORT-TERM MARKET COOL-DOWN

Management eyes changing patterns in the aftermath of Covid-19 and current macroeconomic conditions. As of May 2022, Varier has experienced lower sales than in the record year 2021. The geopolitical situation has not had direct impact on Varier, but the company is monitoring the supply and demand situation closely. In order to keep momentum, Varier is working actively towards new markets and distribution channels.

## RIGGING FOR LONG-TERM GROWTH

In 2022, Varier is investing to enable further growth. The company is undergoing rehabilitation of IT structure and solutions, including ERP and webshop. The team is growing with added competences within IT, sales and marketing. In addition, Varier is driving product development with several collaborations in the pipeline.



## SUSTAINABILITY STRATEGY HEADLINES

# 1

### HEALTHY SITTING

Healthy seating is the fundamental driver of Varier's value proposition and DNA. By making Varier products available to more people, Varier directly support SDG #3 (Good health and well-being)



# 2

### CIRCULAR PRODUCTION & SUSTAINABLE SUPPLY CHAIN

#### 1. NEW PRODUCT DEVELOPMENT

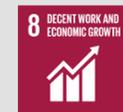
Develop resource efficient products with minimal environmental impact and carbon footprint.

#### 2. OPTIMIZE EXISTING PRODUCT PORTFOLIO

Optimize existing product portfolio to minimize its carbon footprint.

#### 3. SUSTAINABLE SUPPLY CHAIN

Work with production partners to limit carbon footprint in our supply chain, to protect the environment and to ensure decent working conditions for employees.





# Team



PÅL  
BRYNSRUD

PARTNER



VICTOR  
EVENSEN

PARTNER



STIAN  
GLENDRANGE

PARTNER



GUDMUND  
KILLI

MANAGING  
PARTNER



MARIE  
LETTING  
LARSEN

COMMUNICATION  
COORDINATOR



SØREN  
TORP  
LAURSEN

HEAD OF  
DENMARK



WILHELM  
MOHN

PARTNER



HEDVIG  
NÆSS  
OLSTAD

INVESTMENT  
MANAGER



PÅL  
PRYDZ

DIRECTOR



RAGNHILD  
STØR

ASSOCIATE



JUN  
TAI-  
ANISDAHL

INVESTMENT  
MANAGER



SHAMAILA  
PARVEEN

OFFICE  
ASSISTANT



MATHIAS  
WILLE

INVESTMENT  
MANAGER



# Spotlight

## Communicate becomes Norway's leading Microsoft consulting house as a part of Aimbot

Press release 29.11.2021 | Press release in Norwegian to follow

On Wednesday 24 November, Credo Partners signed an agreement with Communicate Norge AS to become part of the investment with project name Aimbot. The transaction is expected to be completed during 2021.



## Credo Partners selger Geia Food

Updated: May 18, 2021

Aalborg (Danmark)/ Oslo (Norge), 27 April 2021.

Etter 4 år som medeier i Geia Food, en ledende leverandør av dagligvareprodukter i Skandinavia, har Credo Partners nå inngått en avtale om å selge selskapet til det europeiske private equity-fondet Triton.



## Cegal SYSCO: Vil bli verdens viktigste tech-selskap for energi

Alt smelter sammen, sier Dagfinn Ringås, påtroppende sjef i Cegal SYSCO. Han tror kombinasjonen av olje- og vannkraft-IT vil slå an.



## Credo Partners signerer avtale om å selge Frisk Gruppen til helse- og redningskonsernet Falck

PRESSEMELDING  
Oslo, 27.september 2021



## Erna Solberg besøker Tellus i gamle Østfold

Updated: Jun 16, 2021

Statsminister Erna Solberg tok turen innom Tellus sin avdeling i Råde kommune. Hun var på besøk med sin delegasjon, ordføreren og representanter fra kommunen. Tellus takker for besøket!



## Stor kontrakt til MMC First Process: Komplette levering til Atlantic Sapphire

Atlantic Sapphire inngikk 25.08.21 en avtale med MMC First Process om levering av komplett system for fiskehåndtering til det landbaserte oppdrettsanlegget Atlantic Sapphire Bluehouse Phase 2.



*Impact through  
positive change, not  
just capital  
allocation*



# Transforming for long term growth

At a first glance, the Credo portfolio of companies appears to be a random collection of non-related enterprises, begging the questions: 1) Is there any common denominator/red thread or investment strategy guiding Credo's investments; and, 2) How can Credo add value to such a diverse group of companies?

While it is a relevant question to ask what an IT company, an Italian restaurant chain, a Danish wine producer, an equipment producer for the Fish farming industry, a group of electro installation companies, a provider of assistive equipment to handicapped children, and a group of recreational vehicles and caravans have in common, it is our responsibility as owners and investors to be equally clear on why this first impression of randomness is completely wrong.

All these companies have one thing in common that fully reflects Credo's investment focus: We invest in partnerships with founders and management that truly believe in the long term potential of their companies, but have the insight to conclude that to succeed they need a professional partner that can support transforming their companies on to a trajectory and platform for long term growth and success.

In our experience it is during this growth phase that small to mid-sized companies truly benefit from having a strong and experienced partner that can facilitate a fast-paced progression towards becoming a future sector leader and implement measures where risk and conditions for success are adequately addressed.

This is why Credo seeks balanced partnership investments with previous owners and management (typically 51 - 49%), and why we build our transformation and value creation journeys on a joint ownership ambition crafted together as partners at the entry point of our investment period.

Our responsibility then, which represents our side of the partnership obligation vis-à-vis the companies, is to transform these so that the inherent potential embedded in the enterprises can be realized for growth and long term success. Crafting this platform, and installing this into our portfolio companies, is what we consistently do across all situations we engage in.

This value creation approach requires significant hands-on involvement from Credo's side, as a transformation for long term growth imply major changes in the operations of a company, typically require major changes within the following areas:

1. A more focused, and distinct strategy and value proposition;
2. An organization that becomes independent of founders and key persons;
3. A scalable business based on logical structures, defined processes, and leveraging key competencies;
4. A long term well defined growth arena, where ambitions can be discretely and repeatedly set for growth through several successive development eras.

Succeeding with developing and implementing such a transformative change program typically requires 4-5 years to fully see the results and further potential inherent in the new platform.

Credo is frequently asked why we do not have a longer investment horizon so that we can part-take in the value creation from further scaling the transformed company. Our perspective on this is clear and unambiguous: Our value-add as co-owners is in the transformation for long term growth and success - this is what we do, and this is our specialty: We transform companies and institute a long term growth horizon in these.

As a specialist in scaling up businesses, we stick to our knitting. Indeed, we believe that every owner should regularly challenge itself on whether it continues to deserve the right to own the company in question over the next era. This is a tough question to face up to, but we believe that owners have a duty to challenge themselves on what value-add they bring to the company and when it is time to pass the baton on to an owner that is better qualified to support the company through the next era of developments.

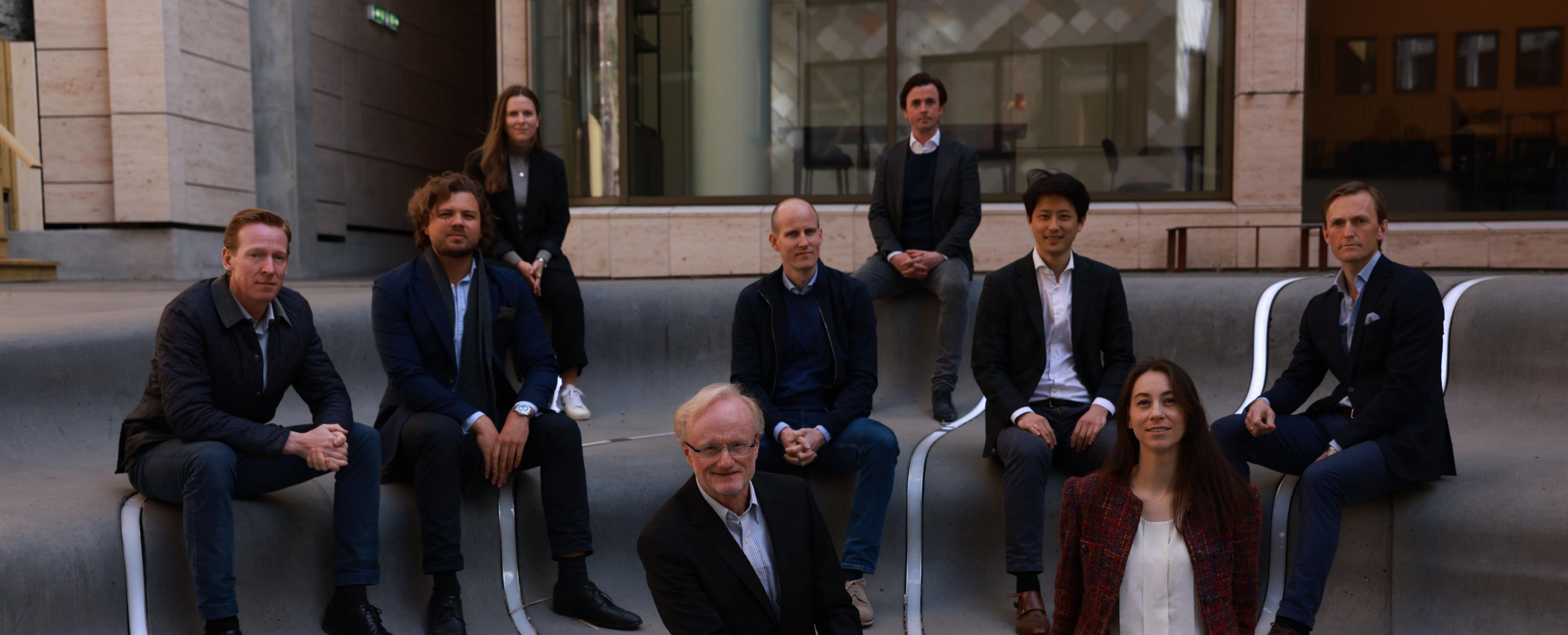
As the results from the transformations come through, and the further future growth and development opportunities are evident, Credo can as financial investors reap significant value from the operational transformation work and platform we leave behind in our companies. We believe that this strategic investment focus serves both our investors and our portfolio companies.

Therefore, our KPI for successful transformatory journeys should be reflected in financial multiple expansion throughout Credo's ownership period. Credo's performance record of 34% IRR over the past 10 years subscribes to maintaining this operational investment focus.



*By Wilhelm Mohn*

**CREDO**  
PARTNERS



# CREDO PARTNERS

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