

# Highlight

## We raised a new fund, made new investments, sold a portfolio company and continued to recruit

- €870 million was committed by investors to Silverfleet II, closing at its hard cap
- Silverfleet II made its first investment backing the management buyout of The Masai Clothing Company
- Phase One made a strategic add-on acquisition buying the assets of Mamiya Digital Imaging in Japan
- OFFICE, our UK headquartered shoe retailer, was sold generating a 3.4x multiple of cost and a 34% IRR for Silverfleet I
- Three new team members joined the firm in our London and Paris offices



2015 was a busy year for both the Silverfleet team and our portfolio companies. We successfully raised our second independent fund, closing at its hard cap of €870 million. Shortly thereafter the fund made its first investment in The Masai Clothing Company. We were also delighted with the successful exit of OFFICE, our UK headquartered shoe retailer, and the add-on acquisition made by Phase One, our Danish

headquartered digital camera technology manufacturer, with the purchase of the assets of Mamiya Digital Imaging in Japan. Our other portfolio companies were also very active: Kalle continued its product innovation and successfully launched further new products while also achieving strong growth in EBITDA, and Cimbria finished the year with both all-time record sales and a very strong order book for 2016.

La Fée Maraboutée added 26 new retail points of sale in 2015, Ipes won new private equity customers and moved to larger premises in London reflecting the increased demand for its services and CCC opened its sixth site in Germany and a second site in Turkey. We also welcomed three new members to our European investment team. We all hope that you find this newsletter a useful summary of the past year.

## Silverfleet backs management in a buy-out of Masai Clothing from its founders



**Gareth Whiley**

Partner  
Silverfleet Capital

“Masai has a strong and differentiated brand and we look forward to working with the management team to build on what has already been achieved and to accelerate growth further.”



In July 2015 Silverfleet acquired a majority interest in The Masai Clothing Company, a Danish womenswear brand. The management team and Silverfleet acquired the business from the founders, Hans and Nina Rye, a brother and sister team who established the business 23 years ago.

Masai is headquartered in Copenhagen, and wholesales and retails its own-designed clothing in over 25 countries around the world. Its core markets are the Nordic region (where it has 18 retail outlets in Denmark, Sweden and Norway), the UK and Germany and its clothing can be purchased at 1,340 points of sale as far away as Australia, Canada and USA. Masai has a unique brand positioning, combining design, quality and comfort. The company's dedicated team of in-house designers produce four garment collections per year for a loyal customer base of fashion-conscious



women. Retail sales for the brand worldwide are approximately €105 million annually.

Silverfleet's investment will allow the business to deepen Masai's penetration into existing markets and to expand into new geographic regions where there is considerable potential for growth.

Silverfleet has been active in the Nordic region for many years and Masai is its third investment in Denmark following other recent investments in Phase One, the leading provider of open-platform, high-end camera systems and solutions; and Cimbria, one of the leading global manufacturers of seed and grain processing equipment.

## Building the Silverfleet team further

During 2015 we were delighted to announce the addition of three new members to our investment team. Peter Kisenyi and Adam Ahern joined the firm in London as an Investment Executive and an Associate respectively, and Vincent Clément joined the firm in Paris as an Associate.

Peter and Adam joined Silverfleet from Greenhill & Co where they worked in the M&A department in London. Vincent joined the firm from Lazard where he worked in the Paris based M&A team.

## Silverfleet-backed Phase One buys business of Mamiya Digital Imaging

Phase One, the leading provider of open-platform, high-end camera systems and solutions, acquired the assets of Mamiya Digital Imaging Company Ltd (MDI) in Japan.

Mamiya has a long and established reputation in the camera sector and Phase One has been a business partner of MDI since 2009. Through this relationship Phase One gained a detailed insight into camera and lens design and production processes, and engineered important improvements to its products. With this transaction Phase One acquired ownership of all aspects of design and development of its medium format camera systems, central shutters and lenses and took



PHASE ONE

on the Mamiya team of 80 engineers and technicians based in Tokyo and at its factory in Saku. This add-on acquisition is an important strategic step for Phase One and in-line with Silverfleet's value creation proposition of its buy-to-build investment strategy.

Silverfleet invested in Phase One in March 2014. The company is based in Copenhagen with offices in New York, London, Tokyo, Cologne, Hong Kong, Shanghai and Tel Aviv.

## Silverfleet returns 3.4x on sale of OFFICE



**Brian McCluskey**  
CEO  
OFFICE

“Silverfleet gave us great support and commitment over the last five years of their ownership, allowing us to significantly grow the business into the success it is today.”

In December 2015 we completed the sale of OFFICE, the UK's leading young fashion footwear retailer, to Truworths International, a South African fashion retailer listed on the Johannesburg Stock Exchange, for £256 million (approx. €363 million).

Silverfleet invested in OFFICE in December 2010 and under our ownership significantly enhanced its e-commerce offering and expanded its retail footprint, including entering Germany. OFFICE sells a full range of footwear for men, women and children including top brands such as Adidas, Converse, Nike, Timberland, TOMS, UGG Australia and Vans. It also designs and retails its own shoes under the brands of “OFFICE”, “Poste” and “Poste Mistress”. Today the company's operations in the UK, the Republic of Ireland and Germany generate sales in excess of £270 million, 20% of which are achieved on-line through the company's websites.

OFFICE's e-commerce initiatives included investment in a new ERP system, a new warehouse management system, a fully updated and relaunched transactional website, the development of a CRM



system to help manage sales initiatives as well as the implementation of click & collect and tablets in-store. OFFICE operates three e-commerce web-sites: [www.office.co.uk](http://www.office.co.uk), [www.offspring.co.uk](http://www.offspring.co.uk) and [www.officelondon.de](http://www.officelondon.de).

The expansion of OFFICE's retail footprint resulted in 40 new stand-alone stores being opened, six of which are in Germany, taking the total to 115 stores. OFFICE also increased the number of concessions it operates

in Selfridges, Topshop, Topman and House of Fraser stores to 47. Its rollout and e-commerce programmes created over 1,200 new jobs.

The business attracted interest from a number of trade buyers as OFFICE was widely recognised as a retailing success story. Truworths International successfully concluded the purchase of OFFICE from Silverfleet, resulting in Silverfleet I achieving a 3.4x return on its original cost of investment and a 34% IRR.

**OFFICE**

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