

# MOMENTS



JEBSEN

NEWSLETTER OF THE JEBSEN GROUP | 2022 NO.2 | VOLUME 14

## Towards a Digital-First Future

Technology that makes it easier to work smarter

## A Game-Changing Strategy

Jebsen Capital seeds sustainable, long-term growth

## The People Person

HR Director Sara Ho weighs in on the new world of work

# BUILDING ON 2021'S SUCCESS



# YEAR IN REVIEW: FORGING AHEAD IN 2022

We entered 2022 on the back of strong business performance in 2021. Last year, we achieved a record turnover of HK\$18.8bn (US\$2.4bn), putting us well on track towards Vision 2025. What is significant for me, personally, is that all our key business lines contributed to this success by securing impressive growth in their respective domains.

Jebsen Motors and Porsche China commemorated 20 years in the Chinese mainland last year with a 14.4% increase in new cars delivered and top honours in Porsche's China Dealer of the Year Award for the seventh year running.

Jebsen Beverage, despite being hampered by prevailing social distancing measures, achieved healthy results across its portfolio. In Hong Kong, the Beer division grew Blue Girl Beer's market share to 23% and increased sales volume in the Chinese mainland, via our joint venture, by approximately 25%. Our Wines & Spirits division similarly saw strong growth with Beam Suntory in Hong Kong. FIJI Water in the Chinese mainland also performed extraordinarily well.

Jebsen Consumer's commitment to growing the CASIO brand in Hong Kong paid off in 2021 even as it established new partnerships with brands like Bang & Oflusen, ECOVACS, and Miele in the Chinese mainland. J SELECT secured two top awards from HKRMA and MythFocus for its service excellence while the Cinematic & Broadcasting team achieved healthy financial



Alfons Mensdorff-Pouilly  
Chief Executive Officer

performance and, in collaboration with long-standing partner Angénieux, sponsored the lenses for the filming of 'Bloom', an Announcement in the Public Interest (API) tribute to the Beijing 2022 Paralympic Winter Games.

Jebsen Capital had a similarly prosperous year, welcoming more portfolio companies and supporting existing ones as they reached new growth milestones. Tikin Media successfully raised two additional rounds of funding while PlusDental and Boxine GmbH were named among the Top 50 strongest German startup brands.

With our success inextricably tied to the community, we continued our philanthropic efforts in 2021 with the announcement of a RMB 7 million commitment to phase three of Project Morning Star. As part of our "Protect Yourself for a Good Cause" programme,

we pledged to donate HK\$1 million to charities across Greater China if our employee vaccination rate hit 75%. Thanks to our employees' participation, we exceeded this goal and disbursed the donations.

2021 was a remarkable year not only because of our commercial success. It was remarkable because we worked as one Group to reach new heights together. While the economic outlook for 2022 remains uncertain, I am confident that through our collective efforts, we will be able to forge ahead and write another memorable chapter for Jebsen.

# A GAME-CHANGING STRATEGY

How Jebsen Capital, the Group's growth equity investment team and in-house asset manager, is seeding long-term growth.



**In 1895, Jacob Jebsen and Heinrich Jessen co-founded Jebsen & Co. with the belief that making strategic and long-term investments in a fast-changing world can create new opportunities. That belief continues today and is perhaps most visible in the work of Jebsen Capital.**

The youngest of the Group's four core business lines, Jebsen Capital makes direct investments in companies with defensible business models, strong product innovation, and significant growth potential. Similar to how other business lines focus on building premium brands that bring new products, services and experiences to sophisticated consumers in Greater China, Jebsen Capital identifies and invests in companies with unique products and compelling value propositions that serve consumer needs.

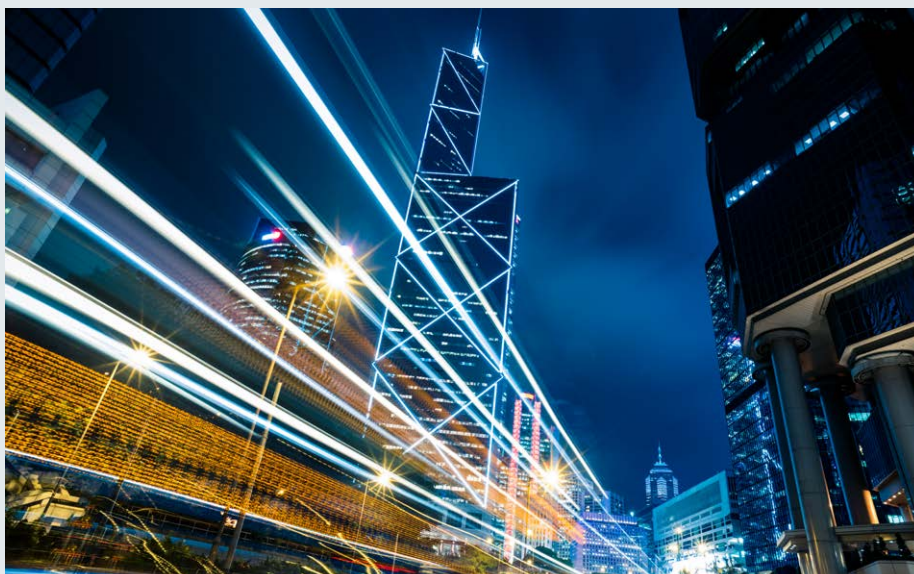
## **From Valuations to Value Creation**

"We believe in the strength and persistence of the affluent consumer, both in China and globally. Our key investment themes revolve around consumer-facing products and services,

innovative retail formats, and technology-driven infrastructure. We believe these are both stable and sustainable in the medium- and long-term and less vulnerable to passing economic headwinds," said Dr. Thomas Wetzer, General Manager of Private Growth Capital, in a nod to the

*Thomas Wetzer  
General Manager of  
Private Growth Capital*





Group's family ethos of thinking and acting long-term.

It is also for this reason that the Group puts its own capital behind the brands it believes in. Preferring to be a valuable long-term partner free of fund lifecycles, Jebsen Capital positions itself as a strategic co-pilot. Beyond capital investment, it also offers portfolio companies access to the Group's proven brand-building capabilities in Greater China. This is an important differentiator in a hyper-competitive market, where, according to industry estimates, Asia attracted over US\$165 billion in venture funding in 2021, surpassing its own 2020 record by over 50 percent.

Weighing in, Mr Victor Liu, General Manager of Private Growth Capital, said, "We are committed to helping our portfolio companies in many ways, whether it is introducing clients or providing resources and strategic support through cooperation with other business lines. For example, this year, we already helped two portfolio companies find senior managers in China, and facilitated the process for another to set up a joint venture with a local strategic partner. This is the unique value that Jebsen brings and it sets us apart from other investment institutions."

### The StorHub success story

Jebsen Capital has been a strategic investor in StorHub since September 2017. This has afforded the self-storage company access to the Group's capabilities and resources to achieve rapid growth in the Chinese mainland market.

For example, the relationship enables StorHub to tap onto the Group's Corporate Development and Real Estate Investments (CDREI) capabilities to efficiently source, build and develop new storage facilities in the market without having to navigate the complex regulatory landscape by themselves. In one instance, the CDREI team was able to get StorHub's new facility in Hunan, Pudong, Shanghai up and running in just three months.

With Jebsen's support, StorHub currently has 16 self-storage facilities in Beijing, Shanghai and Shenzhen.



**Victor Liu**  
General Manager of  
Private Growth Capital





PlusDental

tonies®

TikinMedia  
梯影传媒

## A Balanced Portfolio

For Jebsen Capital, the process of identifying potential portfolio companies includes assessing the value that it can bring to the table.

Its investments in Europe focus on relatively mature companies with established business models and market-proven products and services. For these companies, whose goal is primarily international expansion, Jebsen helps them penetrate and grow in the massive Chinese market by co-developing a market entry strategy and sourcing for

suitable local partners. This is true for Boxine, a German-based developer of an audio system intended to change the way children listen to stories and music, PlusDental, a leading German dental brand, and LiveKindly, the world's highest-funded plant-based food company.

Over in the Chinese mainland, Jebsen Capital's investments gravitate towards growth-stage companies — those with relatively complete products who need capital to scale their business. Because success in their hotly contested home market relies not simply on financial power but also the company's speed and agility

in responding to rapid change, these are key factors that Jebsen Capital considers before making an investment decision.

Last year, Jebsen Capital invested in Tikin Media, the leading operator of projector-based elevator media in China with ambitious growth plans to cover 100 cities, 100,000 elevators and 100 million people. The 2017-founded company caught Jebsen Capital's attention with its unique business model of creating brand advertising space and capturing offline audiences primarily in office buildings. Tikin Media achieved large-scale profitability in 2021.





## The BioNTech success story

In 2019, when Jebsen Capital invested in BioNTech, the German firm was relatively unknown outside the niche immunotherapy space it operates in. Healthcare is high on Jebsen Capital's investment watch list as it is essential to people's quality of life and the team was convinced that BioNTech's advanced mRNA technology platform would create breakthroughs in the treatment of cancer and infectious diseases. By December 2020, the Pfizer–BioNTech vaccine became the first COVID-19 vaccine in the world to be approved and administered.

## Risk and Returns

While Jebsen Capital's private growth capital activities often make media headlines with its investments in portfolio companies, the business line is also active in market investments.

Mr Alan Tse, General Manager of Market Investments, explained, "Within market investments, our primary objective is to deliver risk-adjusted returns based on the investment horizon and liquidity needs of the respective portfolios. We do not have industry or asset class constraints, so our investment universe can be very broad. Our approach is to adopt a top-down approach to determine the appropriate allocations to various asset classes and, within asset classes, we conduct research to find the best way to gain that exposure."

The Market Investment team maintains a diversified portfolio that, on one hand, balances investment yields with short-term liquidity to ensure that there's always sufficient capital available for Jebsen

Capital's other investments and for the Group as a whole. On the other hand, it maintains a long-term portfolio with a much longer investment horizon that allows for comparatively greater risks and returns.

But even within this more aggressive portfolio, Jebsen Capital stays true to the Group's prudent nature. It tends to avoid hyped-up industries and companies and looks to buy into relatively undervalued companies with good growth prospects. Especially in today's volatile market environment, this strategy is reaping healthy returns for Jebsen Capital.

**Alan Tse**  
General Manager of  
Market Investments





# TOWARDS A DIGITAL-FIRST FUTURE

How Group IT is making it easier to work smarter



**Brian Chan**  
Group Information Technology Director (GIT)

**Technology is so ingrained in our everyday lives that most of us could not imagine living without it. From smartphones to smart homes, we embrace technology simply because it makes our lives easier. The same principle applies to workplace technologies as well.**

While technology has advanced tremendously and become much easier and more intuitive to use, in many organisations, employees still turn to their IT departments whenever something does not work.

Mr Brian Chan, Group Information Technology Director (GIT) commented, "When workplace technologies were first introduced many decades ago, people were not as savvy. It was not common to own a personal computer at home, for

example. If there was any issues to your office computer, you will naturally call IT for help."

"Today, however, most of us are well-versed in consumer technology because we use it in our daily lives. We can learn how to use the latest smartphones and mobile apps; we can do basic troubleshooting by searching for answers whenever there is an issue. But at work, the habit of calling IT is still quite prevalent," he added.

Brian raises this point because many employees are technology passengers — waiting for the technology mothership to pick them up. But in order for the digital-first world that Jebsen envisions to become reality, all employees need to become technology co-drivers — and that takes a thirst for change and a self-reliant attitude.

## The Journey to "Learning how to Fish"

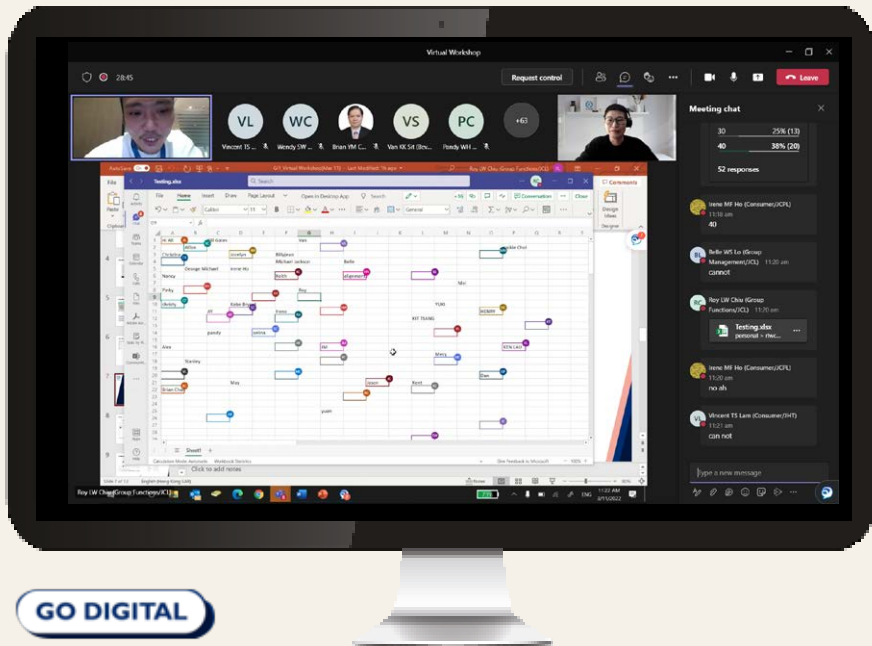
Brian believes that transforming colleagues into technology co-drivers is more about mindset than skillset.

"Once people realise that workplace technologies are here to make their lives easier by helping them work smarter, not harder, they would be motivated to learn how to make optimal use of it. It's no different from figuring out how to use the latest smartphone — we can, because we want to," he said.

**"It is better to teach people how to do something themselves than to just do it for them," added Brian.**

To this end, GIT has been changing the way it communicates with colleagues. Partnering with the Corporate Communications team, for example, it launched an infographic featuring eight new digital solutions along with an animated video for the new eName Card application to encourage a self-service culture.

The focus on creating engagement through effective communications is largely designed to raise awareness and spark interest and excitement. This also



## Thinking Beyond the Possible

“The speed of change is only limited by our eagerness to embrace change and our imagination,” said Brian, who believes that IT services has been evolved from a break-fix platform to an enabling platform for businesses to evolve and thrive.

And this is precisely where IT technology can truly add value to the Group — by providing timely advice on the right technology, using the right processes, to help increase productivity, boost sales, enlighten decision-making and more, depending on our imagination.

“Our goal is to change the way we deliver IT solutions. In the past, we would adopt proven technologies so that the Group does not fall behind the industry. But now, in the era of Web 3.0, every business activity will involve IT technologies and GIT needs to move with the times.”

In the last six months alone, GIT has implemented various transformational technologies, such as the Transport Management System, iExpense, eName Card, e-Signature, warehouse management, and NFT, at a rate much faster than in the last three years.

“We would like to provide the Group with a competitive advantage and enable it to become more agile and responsive to market changes,” shared Brian.

For this to happen, GIT invites all colleagues to share the driver’s seat so that the Group, as a whole, can accelerate speedily and securely into a digital-first future.



happens regularly at GIT’s roadshow, Genius Bar, and the weekly GIT channel, where colleagues can consult GIT about any technology-related issue. The idea is to make technology part of life, and a way of life, for colleagues.

“Whether deployed at home or at work, end-user technologies tend to be built on

the same principles. So, when we help our colleagues become more comfortable with technology usage in general, they will feel more confident and empowered when dealing with technology at work,” explained Brian.



# THE PEOPLE PERSON

Ms Sara Ho, Human Resources Director of Jebsen Group, shares her views on the evolving role of Human Resources in a world hallmarked by rapid change.



Sara Ho  
Human Resources Director of Jebsen Group

**As a business, Jebsen Group serves as a bridge connecting the East and the West, inspiring modern consumers in Greater China with an array of world-class brands. Within the Group, its Human Resource (HR) function plays a similar function between management and employees — by facilitating clear and consistent two-way communication. On one hand, HR is an expert advisor to the business on matters like talent management and organisational development; on the other hand, advocates for employees and ensures their voices are heard. It is a delicate balance to strike and this balancing act is led by Ms Sara Ho, Group HR Director.**

## A People Strategist

When Sara joined the Group in 2007, her experience and expertise were immediately put to good use as she was asked to lead Group HR's Career Development team, a new function at the time. Starting from a blank slate, Sara successfully instituted competency-based workforce management and

development while putting in place a strategy for the Group's talent management framework.

Her remit was gradually expanded to include other key HR functions like Organisational Development and Talent Acquisition, which laid the groundwork for her to progress as Group Head of HR in 2017. In the same year, she was

promoted as Group HR Director, then took a seat in the Management Board Committee in 2020.

In the five years since Sara assumed her current role, the world of work has changed dramatically. And HR, as a function, has been an integral part of Jebsen's response to the rapidly changing times.

"Up to a few years ago, I would have described HR as a 'business enabler'. We contribute to the Group's strategic vision by attracting the right people and ensuring that our workforce remains engaged, equipped and empowered to deliver on business goals. Now, however, I use the term 'business accelerator'. With change happening so quickly, HR needs to be strategic and proactive. How do we think about achieving sustainable growth in terms of human resources and organisational development? There's where we add visible and impactful value," she explained.

## Digitalisation Powered by People

In any organisation, everything that gets done is done by its employees. Understanding that even the best business strategy will not produce results if it is not well implemented on the ground, Group HR's roadmap to Jebsen's Vision 2025 is focused on two parallel areas — systems and processes, as well as people and culture. "These two areas are deeply interlinked. Take ESS for example. Leave management is very process-driven. HR's role can be relatively transactional in this regard but we see opportunities to add value. Underlying the implementation of ESS is a strategic initiative to build a self-service culture and change our way of working. This is a key behavioural and cultural change that is essential as the Group moves towards greater digitalisation," Sara revealed.



**Digital First**  
LinkedIn Learning



This neatly supports her point that successful digitalisation relies more on the human factor than the technology piece. Having systems and processes in place is just the foundation, because it is the people and culture that determine how effectively the technology will be used.

“  
**To me, digitalisation is about people. Systems and technologies are just tools that we can use to solve people’s problems and make their lives easier or better. In HR, we must still take a people-first perspective but add a data-driven view to that,”** she explained.

Using the Group’s roll-out of LinkedIn Learning as another great example, Sara points out how Learning & Development used to be quite prescriptive in that employees would be assigned courses to take. Now, the employees are encouraged to take ownership of their own

learning journey with LinkedIn Learning providing anytime, anywhere learning opportunities.

## Leadership by Example

In a time of change, people look to their leaders for direction. For this reason, Sara believes that leaders need to walk the talk by challenging the status quo, keeping an open mind, and be willing to try new things.

Using her own leadership style as an example, Sara explained, “No single person has all the answers; in fact, we all have our own blind spots. I encourage my team to speak up and share their ideas so that we can have open discussions. This diversity of views helps me, as a leader, see things more holistically. The entire team benefits.”

As Jebsen moves steadily towards achieving Vision 2025, Group HR is akin to a silent engine, helping to accelerate people and organisational development by creating impactful value.





### Jebsen & Jessen Hamburg Bets on Hybrid Work

With the COVID-19 pandemic making hybrid work a reality for many companies, Jebsen & Jessen Hamburg believes that this transformation is here to stay. This has given it the confidence to invest in the future with Lendis, an office equipment leasing startup.

Through its investment arm Jebsen & Jessen Invest, the sister company is now a corporate backer of Lendis, a young company that leases laptops, smartphones, tables, chairs and other office equipment to companies via its Software as a Solution (SaaS) model. Lendis has already equipped more than 100,000 employees and is working towards a bright future as more companies adopt flexible working arrangements.

*With contribution by Dagmar Glissmann*

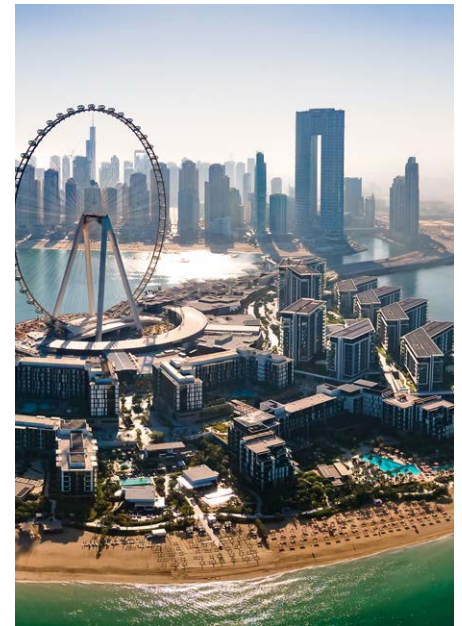


### Jebsen & Jessen Technology Introduces SANDSTOP™

Jebsen & Jessen Technology – Turf & Irrigation (T&I), a division of the Technology business unit of sister company Jebsen & Jessen Group, has launched SandStop™ as part of its turf and landscaping product offerings.

The innovation is a porous rubber liner that is a highly durable, cost-efficient, and safer bunker lining solution that is also easy to install and maintain. Without the need for special equipment or any certified installation crew, the prefabricated rubber liners can be easily installed by laying and gluing them together at the seams, before covering the bunker with sand. This takes just approximately one and a half hours for 1,500 square feet and can be easily removed for maintenance.

*With contribution by Thipwadee Rattanaanantachote*



### The world's tallest Ferris wheel chooses GMA PremiumBlast™

Ain Dubai, the world's tallest and largest Ferris wheel located in Dubai, UAE, officially opened in October 2021. The record-breaking observation wheel is twice the height of the London Eye. Its construction, which was estimated to have cost US\$270 million, commenced in May 2015. During the surface preparation phase, over 9,000 tonnes of steel was efficiently cleaned using GMA PremiumBlast™ garnet. According to the blasting contractor, it was important that they chose the best quality garnet abrasives in the market for this project. In addition to delivering a cleaner surface and the right profile for optimal adhesion, abrasive consumption was low at only 13kg/m<sup>2</sup>. Therefore, one tonne of GMA PremiumBlast™ effectively cleans 77m<sup>2</sup> of surface area.

*With contribution by Stephanie Cheong*

#### About Jebsen Group

Founded in 1895, Jebsen Group is a leading brand builder and a focused marketing, investment and distribution organisation. A family-owned private company with over 125 years of continuous presence in Greater China, Jebsen Group is committed to supporting its partners' needs in building market demand, generating sales, and connecting customers across the region. As a strategic co-pilot, Jebsen elevates the value of partnering brands and help them achieve success. Under the master brand of Jebsen, the Group has four Core Business Lines – Motors, Beverage, Consumer and Jebsen Capital – and two further established business lines around Industrial and Logistics. Jebsen offers over 200 of the world's premium brands extensive and specialised local market access. Outside the region, Jebsen Group enjoys close ties with sister companies in Australia, South East Asia, Denmark and Germany. For more information, visit [www.jebesen.com](http://www.jebesen.com).