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Notice and contact details
Permira is a leading international private equity firm. Our funds make long-term investments in businesses to transform their performance.

Since 1985 we have advised private equity funds with total committed capital of approximately €25 billion. Our funds have made over 200 private equity investments and returned over €23 billion to investors.

Our funds invest in market-leading businesses with a strong growth profile. By helping them to achieve their full potential, our funds deliver outstanding returns to investors.

Everything we do is underpinned by our genuinely collaborative and entrepreneurial culture which enables us to deploy the strongest investment team for any situation and geography throughout the investment lifecycle.

Our insights drive positive change and the creation of world class companies.

Experience

29 years

Private equity investments

>200
We strive to find primary, ‘off market’ or minimally competitive situations with geographic or transactional complexities that play to our strengths. These often result in more attractively priced investments.
Recent investments (from Feb 2012 to Jul 2014)

<table>
<thead>
<tr>
<th>P4 Investments</th>
<th>Origination</th>
<th>Focused strategy</th>
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<tbody>
<tr>
<td></td>
<td>Acquisition date</td>
<td>Primary deal</td>
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<tr>
<td>Genesys</td>
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<tr>
<td>PHARMAQ</td>
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**P5 Investments**

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<td>Tilney INVEST</td>
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<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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</tr>
<tr>
<td>TeamViewer</td>
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<td>✓</td>
<td>✓</td>
<td>✓</td>
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**Primary deals (since 2009)**

80%
Permira is a truly international firm today

Our 13 offices across Europe, the US and Asia support the global ambitions of the businesses owned by our funds as they look to enter new markets, find acquisition targets or develop new customer and supplier relationships. We have one of the largest European network of offices and over the last decade have invested in building a strong presence across the US and Asia. We were one of the first European firms to establish a presence in the US, opening a New York office in 2002. This was strengthened with the addition of a West Coast office in Menlo Park in 2008, focused primarily on technology investments. The firm also opened three offices in Asia – Tokyo in 2005, Hong Kong in 2008 and Seoul in 2014 – to enhance origination and support portfolio companies’ growth ambitions in the region. Our international network provides us with a global view while our local presence ensures deep understanding of regional and national variations and the personal contacts that can be crucial in effective investment origination and execution.

Our team works seamlessly across continents

Permira’s structure, geographic reach and compensation system is very effective in delivering a truly global and highly collaborative investment team. We are organised in a flexible matrix which integrates the firm’s international office network with our global sector teams and our dedicated financing, deal structuring and portfolio specialists. We have the flexibility to assemble the right team of professionals for each investment opportunity. We routinely bring together our global sector specialists and country specialists as combining global reach with local knowledge is critical to the successful execution of our complex origination and investment strategies. Our team also benefits from the deep industry insights and operational experience of our global network of senior advisers built-up over many years. Our genuinely collaborative and entrepreneurial culture provides us with significant competitive advantage where there is geographical, operational or transactional complexity.
“We have a global portfolio and local teams with a global outlook, so we understand the trends in each market but also whether they have a broader relevance”

Cheryl Potter, Head of Consumer
We have deep sector insights

Our five global sector teams – Consumer, Financial Services, Healthcare, Industrials and TMT – identify broad investment themes which present long-term value creation opportunities and work to turn them into specific investment targets within the most attractive sub-sectors. Our funds’ successful track record in investing in these sectors, gained over many years, gives us the expertise we need to support management teams as they seek to expand their businesses. Our network of senior sector advisers also add invaluable direct operational industry experience to our investment skills.

“We look under the surface of the macro trends that everyone knows about. Our sector expertise and local insights mean that we’re looking at trends that others don’t necessarily recognise.”

Mubasher Sheikh, Head of Healthcare
We invest responsibly

We believe that our portfolio companies’ success depends on them having a responsible approach to sustainability and that sound environmental, social and governance (ESG) practices are a key lever of driving business improvement. We have an established team of senior professionals and operating practices that ensure that the sound management of ESG matters is taken into account in the funds’ investment processes. The ESG Group is led by Jörg Rockenhäuser, a member of our Executive Committee and Head of the Frankfurt office, and it includes members of the investment team, as well as members of the investor relations and risk management teams. We ensure that our deal teams assess relevant ESG risks and value creation opportunities when screening new investment opportunities and conduct in-depth analysis, as relevant, as part of investment due diligence. Where there are issues or opportunities for improvement, our investment team encourages company management to develop ESG initiatives to be implemented during the funds’ investment. We track ESG matters throughout the period of our funds’ investment and believe that addressing material ESG risks adds value for all stakeholders including investors. You can read more about our approach to investing responsibly on page 74.

“Sustainable development – maintaining the best balance between economic, social and environmental impacts – is key to our portfolio companies’ long-term success.”

Jörg Rockenhäuser, Head of Germany and ESG
“2013 was a very strong year for the Permira funds across all fronts: investing, realising, driving further value creation and fundraising. The funds’ valuations in aggregate were up 25% over the year, driven by strong operating performance within the portfolio and an improving macro-economic outlook. The funds maintained a good pace of realisations, distributing c.€1.7 billion, with significant further proceeds raised from asset and share sales which were used to improve capital structures.”

Kurt Björklund, Co-Managing Partner, Permira
This strong momentum was maintained in the first half of 2014. Permira IV (P4) exited its remaining stake in ProSieben Sat.1 in January, sold Renaissance Learning in March and completed the IPO of eDreams OdigeO on the Madrid Stock Exchange in April. P4 also completed a further recapitalisation of Ancestry, a partial realisation of Legico and sold part of its stake in Hugo Boss while recapitalising the holding company. Permira Europe III also divested or initiated the exit process for a number of investments including the sale of All3Media to a joint venture formed by Discovery Communications and Liberty Global in May, the listing of Saga on the London Stock Exchange in May and the sale and accelerated IPO of the AA in June.

P4 performed strongly in 2013. Valuations across the P4 portfolio increased by 30% during the year, building on a 26% valuation uplift in 2012. The TVPI stood at 1.5x and the net IRR at 9% at June 2014. Value creation was driven by the strong operating performance of the underlying portfolio: sales and EBITDA year-on-year growth rates averaged 8% and 8% respectively. The performance of Permira Europe III (PE3) and Permira Europe II (PE2) was stable during 2013. The TVPIs for these funds were 1.6x and 1.7x respectively and the net IRR were 23% and 17% respectively at 30 June 2014.

**P4 TVPI (at Jun 2014)**

1.5x

**P4 total proceeds (at Jan 2014)**

€5.1bn
**Permira V**

Permira V (P5) announced its first close in April 2013 and its final close in June 2014, successfully achieving the top end of its revised target of €5.3bn, including the GP commitment. P5 was raised in a challenging period for our industry and we are grateful for the strong support shown by both existing and new investors for our differentiated and disciplined investment approach. Permira V received strong backing from existing investors, representing more than 70% of total committed capital, and also welcomed a number of new investors from across the globe. It has a well balanced geographic composition with approximately 40% of total commitments coming from North America, 30% from Europe and 25% from Asia.

P5 is well sized to benefit from a promising but highly competitive market, across our key sectors and geographies. The new fund is following Permira’s long-term investment strategy of identifying market-leading businesses that benefit from structural growth drivers and have significant potential to expand internationally. Origination continues to be led by the firm’s five global sector teams, with an emphasis on identifying proprietary opportunities.

P5 has already committed capital into six* market-leading growth companies. Following the completion of these investments, P5 has already called 27%** of committed capital from its investors. The recent pace of investment continues to reflect a strong pipeline of attractive opportunities.

“We are pleased with the support Permira V has received from a high quality base of both new and existing investors. We are confident that Permira V has the right strategy to enable us to continue investing wisely in the current environment.” *Tom Lister*, Co-Managing Partner, Permira

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**P5 – Very high quality group of investors**

<table>
<thead>
<tr>
<th>Type</th>
<th>Investment managers</th>
<th>Pension funds</th>
<th>Sovereign wealth funds</th>
<th>Other financial institutions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>17%</td>
<td>60%</td>
<td>13%</td>
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<table>
<thead>
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<th>Origin</th>
<th>Existing investors</th>
<th>New investors</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>28%</td>
<td>72%</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Geography</th>
<th>Europe</th>
<th>Asia</th>
<th>Rest of World</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>25%</td>
<td>43%</td>
<td>31%</td>
</tr>
</tbody>
</table>
Repeat investors

72%

P5 final close (Jun 2014)

€5.3bn

P5 committed capital called†

27%

* Seven including MESA and Astenal acquired in Aug 2014
** Over 30% post MESA and Astenal
† at Jun 2014
**Successful business model**

The strong performance of the Permira funds, and the final close of P5, reflect the success of our business and investment model. It has been refined in the light of recent experience, with a disciplined focus on backing market-leading businesses with strong underlying structural growth and exposure to faster-growing parts of the global economy. It is this approach that is delivering.

Our value creation strategies are based around a number of common themes. Backing world-class management teams in order to drive positive business transformation is central to the way we operate. Virtually all of our investments benefit from some degree of management enhancement during the funds’ ownership. The number of our past investments and the spread of our international office network greatly enhance our ability to identify and attract outstanding management teams.

Our global network also supports internationalisation. It is a value driver in some 70% of P4 investments. It spreads risk and unlocks growth. More than half of the sales from P4’s current portfolio companies are generated outside Europe, with around 30% from fast-growing regions including Asia, Eastern Europe, Latin America and the Middle East & Africa.

In nearly two thirds of portfolio companies, the investment by the Permira funds has supported an acquisition strategy to improve geographic coverage, enhance product offering, or lead industry consolidation.

This approach drives the creation of strategic value in our funds’ portfolio. The solid growth performance of the thirteen companies that have joined the P4 portfolio since 2009 is testament to its effectiveness, and so is the sale of many of our portfolio companies, including technology company NDS, to strategic buyers.

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**Investment strategy**

<table>
<thead>
<tr>
<th>Thematic focus</th>
<th>Differentiated origination</th>
<th>Driving business transformation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub-sector growth</td>
<td>Complex - geographic or transactional</td>
<td>Operational value creation</td>
</tr>
<tr>
<td>Geographic expansion</td>
<td>Off-market</td>
<td>Strategic desirability</td>
</tr>
<tr>
<td>Market leadership</td>
<td>Primary</td>
<td>Exit options</td>
</tr>
</tbody>
</table>

**Resilient growth**

**Entrepreneurial origination**

**Real value creation**
New investments

Our funds have continued to invest actively during 2013 and through 2014 committing capital to seven new investments in total. €1.5bn of capital was committed in total (gross of LP co-investments) including €1.3bn of capital committed by P5.

In May 2013, P4 made its final investment with the acquisition of Norwegian farmed-fish vaccine specialist Pharmaq. This was followed by P5’s first investment into iconic global footwear brand Dr. Martens, which completed early 2014. Subsequent investments included the acquisition of Canadian health and nutrition group Atrium Innovations, US online legal services provider LegalZoom, UK wealth manager and online investment services provider Bestinvest, specialty chemicals business CABB and remote access software specialist TeamViewer. In addition, Bestinvest completed its acquisition of the regional business of Tilney in Q3 2014.*

In line with our strategy, we have continued to look for businesses with strong and resilient growth characteristics, generally with broad international activities and leading market positions. These investments were largely originated through proprietary or minimally competitive processes and five out of seven were assets that had not been majority owned by a private equity firm before.

Further details of these new investments can be found on pages 20 to 33, following this review.

* In addition, P5 completed its acquisition of MESA and Asteral in Aug 2014.
Divestments

2013 marked another record year of realisations driven predominantly by the very strong equity and debt markets. €1.7 billion of distributions were made to investors and €5.1 billion of proceeds generated in total.

A holding company backed by P4 completed the sale of ProSiebenSat.1 in two final share sales in November 2013 and January 2014. Altogether the investment generated proceeds of 1.3x total cost. After the year-end, two further significant P4 exits were completed, the full sale of Renaissance Learning and the partial sale of eDreams OdigeO via an IPO on the Madrid Stock Exchange.

The sale of Renaissance Learning to Hellman & Friedman in March 2014 followed a recapitalisation in November 2013 and a strategic investment by Google Capital. In almost three years under P4’s ownership the business was transformed. Orders grew 11% p.a. from $144 million in 2010 to $195 million in 2013 while Cash EBITDA grew from $52 million to $91 million. This investment returned 4.1x cost to P4 investors.

eDreams OdigeO completed its IPO on the Madrid Stock Exchange in April 2014 at an offer price of €10.25 per ordinary share. A holding company backed by P4 sold 36% of its existing shares in the eDreams OdigeO, but retains a stake of 30%.

In May 2014, a holding company backed by PE3 agreed to sell its entire stake in TV production company All3Media to a new 50/50 joint venture established by Liberty Global and Discovery Communications. During PE3’s ownership of All3Media the business was transformed from a primarily UK based independent TV production company to an international TV and digital content company with significant operations in UK, US, Germany, the Netherlands and New Zealand. Revenue more than doubled from £216 million to over £500 million and EBITDA grew from £28 million to over £80 million.
In June 2014, P4 received a further distribution from Legico bringing returns to 1.4x cost to date, with further upside expected. In July 2014, P4 received further proceeds from the sale of Hugo Boss shares and the subsequent recapitalisation of the holding company. Finally, PE3’s investment Saga floated on the London Stock Exchange in May 2014, although it retains a c.17% stake in the holding company. The AA was exited via a management buy-in and accelerated IPO backed by leading institutional investors in June 2014.

Prudent financing strategy
The portfolio companies have continued to take a prudent approach to financing and proactive work around capital structures remained a key focus throughout the year. Financing activity in 2013 considerably outstripped levels achieved in 2012, with €25 billion of financing initiatives across P4, PE3 and PE2, compared with €8 billion the previous year. These refinancings have been opportunistic in nature and designed to improve terms and push out maturities. As a result, capital structures across the portfolio are generally healthy and flexible. The current average net Debt/EBITDA ratio for P4 stood at 4.1x at June 2014 versus 5.3x at entry and over 85% of P4 maturities have been extended to 2018 or beyond.

Permira Debt Managers
Beyond the core private equity business, Permira Debt Managers, the firm’s independent debt investing arm continues to expand. It was established in 2007 and has since grown to become one of Europe’s leading specialist debt investors, with over €1.4 billion of capital held across seven investment vehicles.
Improved market conditions

2013 marked a turning point for the industry although private equity markets in North America and Europe experienced diverging paths throughout the year. The value of deals in Europe fell to c.$73 billion from c.$76 billion in 2012, whilst in North America the value increased from c.$104 billion to c.$123 billion. Similarly, Europe saw pricing drift slightly lower through the course of the year to average 8.7x trailing EBITDA in 2013, compared with 9.3x during 2012. In North America, by contrast, pricing remained broadly stable across 2012 and 2013, at 8.7x and 8.8x respectively. Secondary buy-outs remained a sizeable proportion of the European market and continued to gain share, accounting for c.45% of all deals by value in 2013 compared to c.30% in 2012.

In contrast to the flat or softer activity and pricing indicators, credit markets in Europe strengthened markedely over the course of the year. The average total leverage multiple increased from 4.5x in 2012 to 4.9x in 2013. The senior leverage multiple increased to 4.6x, the highest level since 2007. Equity contributions reached a five-year low of 42% in Europe, further reflecting the strength of the financing markets, including European high yield, particularly over the last several quarters.

The strengthening momentum has been confirmed in 2014 to date. We have seen a sustained upturn in activity driven to a large extent by the increased liquidity in the debt markets which has been supporting higher pricing.

In this context maintaining strong investment discipline and avoiding bidding wars for assets remains critical.
A winning team

We have an open and dynamic Partnership committed to developing the strongest talent within the organisation and to a process of continuous team renewal and progression. In 2013 we announced the appointment of two new Partners, Ulrich Gasse in our Frankfurt office and Nic Volpi in Menlo Park and the promotion of six new Principals in our London, Frankfurt, Menlo Park and Hong Kong offices. These promotions reflect the depth of talent within the team.

We continue to recruit to further strengthen our sector and country teams. We have an established and proven internal people development process. We believe that our recruitment, mentoring, performance management, training and development processes are industry-leading and our international network offers considerable opportunities for international mobility for the team.

As previously announced, four of our long serving Partners retired during 2013. We are grateful to Carl Parker, Nicola Volpi, Götz Mäuser and Christian Neuss for their extensive and valued contribution to the firm. Meanwhile Fabrizio Carretti was named as the new Head of our Milan office, following Nicola’s retirement. Milan Partner Roberto Biondi took over as head of the Financing Group from Max Biagosc who left the firm in May 2014. Finally, Menlo Park Partner, Brian Ruder, was appointed co-Head of the TMT team alongside Richard Sanders.

Regulatory update

In Europe, the Alternative Investment Fund Managers Directive came into force in July 2013, with a ‘grace period’ extending the deadline for compliance with key elements into 2014. Member State regulators continue to work to implement the Directive in practice.

The UK shifted to a ‘twin peaks’ regulatory structure on 1 April 2013, with the Financial Conduct Authority (FCA) and the Prudential Regulation Authority replacing the old Financial Services Authority (FSA). The transition in the UK has been smooth.

Work continues to implement the US Foreign Account Tax Compliance Act (FATCA), within the US, between the US and other governments and within industry. A significant number of key jurisdictions have now agreed formal intergovernmental agreements with the US, setting out how entities can satisfy their FATCA obligations through compliance with laws and regulations in their home jurisdiction. Firms which are ‘Foreign Financial Institutions’ under FATCA will need to register during 2014, with reporting requirements beginning in 2015.

Value of deals - Europe v US

Source: Mergermarket at 15 Sep 2014 - all buyout deals

<table>
<thead>
<tr>
<th></th>
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<th>2013</th>
<th>2012</th>
<th>2013</th>
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<tr>
<td>EU</td>
<td>€76bn</td>
<td>€73bn</td>
<td></td>
<td></td>
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<tr>
<td>US</td>
<td></td>
<td></td>
<td>€104bn</td>
<td>€123bn</td>
</tr>
<tr>
<td>2012</td>
<td></td>
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2012 2013

<table>
<thead>
<tr>
<th>Value of deals - Europe v US</th>
<th>Regulatory update</th>
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<tr>
<td>Source: Mergermarket at 15 Sep 2014 - all buyout deals</td>
<td>In Europe, the Alternative Investment Fund Managers Directive came into force in July 2013, with a ‘grace period’ extending the deadline for compliance with key elements into 2014. Member State regulators continue to work to implement the Directive in practice. The UK shifted to a ‘twin peaks’ regulatory structure on 1 April 2013, with the Financial Conduct Authority (FCA) and the Prudential Regulation Authority replacing the old Financial Services Authority (FSA). The transition in the UK has been smooth. Work continues to implement the US Foreign Account Tax Compliance Act (FATCA), within the US, between the US and other governments and within industry. A significant number of key jurisdictions have now agreed formal intergovernmental agreements with the US, setting out how entities can satisfy their FATCA obligations through compliance with laws and regulations in their home jurisdiction. Firms which are ‘Foreign Financial Institutions’ under FATCA will need to register during 2014, with reporting requirements beginning in 2015.</td>
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Outlook

The macro-economic environments in Europe and the US are not without their challenges but there are clear signs in both regions of strengthening growth. More stable conditions should be supportive of an increase in both investment and realisation activity as we have already seen in the first half of 2014. Although the environment is generally competitive, driven by high debt liquidity, market participants are broadly pursuing different strategies so there remains parts of the market where the effective competition is low.

The funds’ approach today remains consistent with the strategy that has proven effective over the past five years. We concentrate on sector themes we know well and where the fundamental growth drivers are robust. The focus is on proactive origination and creating interesting processes away from areas of intense competition. Capital structures are being designed to be flexible and conservative, well suited to the ambitious business transformation plans that characterise the investments.

We believe this is the right strategy for the current investment environment.
Permira V has had a strong start and we are excited by the growth prospects of the six* companies the fund has already acquired. The recent pace of investment reflects the outstanding pipeline of attractive opportunities that our five global sector teams have been able to identify, largely on a proprietary basis.

P5 investments (at Jul 2014)

#6

Capital committed (2013/2014)

€1.5bn**

* Seven post Jul 2014, as P5 completed the acquisition of MESA and Asteral
** Gross of LP co-investments Including investments up to Jul 2014
2013/2014 Investments

Pharmaq

Pharmaq Holding AS (Pharmaq), is one of the world’s leading aquatic health groups. Established in 1985 and headquartered in Overhalla, Norway, Pharmaq develops, manufactures and markets vaccines and therapeutic products for farmed fish. Pharmaq is the market leader in aquatic vaccines, its largest division, accounting for c.60% of sales, with key markets in Norway, Chile and the UK. The company also provides therapeutics and diagnostics services for the fish farming industry. Pharmaq has a strong track record of product innovation, resulting from a firm commitment to a differentiated approach to R&D.

As an industry, aquatic vaccines have grown substantially with the increase in industrialised fish farming, which has led to the need for improved control of diseases. Vaccinations prevent infections, are cost-effective, safe and significantly reduce (or remove) the need for antibiotics.

Farmed fish consumption is expected to double over the next decade, and with the preference towards prevention rather than treatment, Pharmaq is expected to continue its growth trajectory through underlying market development, growth in existing product lines and product innovation.

Primary, non-competitive origination

Permira’s Healthcare team identified animal health as an interesting growth market and vaccines in particular as protectable, differentiated products. Our Nordic office in Stockholm identified Pharmaq as a company that was likely to be divested by its owners: the consumer conglomerate, Orkla, and the leading fish farmer, Kverva. Having established contact, a multinational and multi-disciplinary Permira team, including local Nordic nationals, a qualified doctor and a vet, together with specialist support, were quickly able to engage with management and a company backed by P4 was able to execute a deal within three weeks.

Addressing the market opportunity

A five-year value creation plan was established to strengthen Pharmaq’s position in its core markets and enter emerging markets. The company is maintaining its focus on being the innovation leader in its core markets. In addition, it is pursuing expansion plans into new species and geographies that are largely unpenetrated. Permira is also leveraging its global network to support the company’s international growth and new product development.

In mid-2013, Pharmaq launched its first vaccine for Pangasius (warm water fish) for the Vietnamese market, addressing the need to improve health practices in its large fish industry. This launch is the first step in the company’s broader expansion strategy into emerging markets including South East Asia and Latin America.

The former Managing Director of Pharmaq’s largest competitor has joined the company to spearhead the Asian effort based in Vietnam. Pharmaq has also established an office in Panama to target the growing Central American markets. In addition to organic initiatives, which will form the basis of the value creation plan, Pharmaq expects to explore in-licensing agreements and incremental acquisitions.

“The investment in Pharmaq illustrates our ability to combine local presence with strong sector expertise, and draws on our extensive knowledge of the food value chain”

Ola Nordquist, Head of Nordics
Sales 2013

€63\text{m}

Transaction size

€273\text{m}
Dr. Martens

Dr. Martens is a global footwear brand with a rich and diverse heritage. Having started out as an industrial boot, the brand’s deep-rooted links with music, sub-cultures and self-expression have kept it at the forefront of youth culture for over 50 years. It was acquired by a company backed by P5 in January 2014.

Headquartered on the site of the original factory in Northamptonshire, UK, Dr. Martens is an iconic brand with unique positioning and clear brand values rooted in authenticity, individuality and non-conformism. It is sold in 63 countries worldwide, with key markets in the US, Asia and Europe.

Primary origination

P5’s investment in Dr. Martens is consistent with our focused investment strategy. Dr. Martens is a unique brand with a passionate fan base around the world. The Permira funds have extensive experience in backing global brands and their management teams in accelerating their growth, as demonstrated by the investments in Hugo Boss and Valentino.

The investment originated through a proprietary process with the Griggs family, the licensee in perpetuity of the Dr. Martens brand, through their family company, R Griggs Group Ltd.

The family had considered selling the business in 2012 but eventually aborted the process. The consumer team approached the CEO with its vision for the business and persuaded the family that Permira was the right partner for Dr. Martens. The team discussed how P5’s investment could help the business deliver on its long-term strategy, including how it could support further investment in the brand, innovation and international expansion. A price was agreed and P5 was granted an eight-week period of exclusivity, during which the company received interest from a number of other interested parties, including two trade buyers. The consumer team worked very closely with the management and a company backed by P5 delivered on its initial offer to the satisfaction of the owners.

Growing the brand

P5 is backing the current growth strategy and the management team has already been further expanded. We are also leveraging our global network to support the company’s international growth plan, product innovation, improved route to market strategy and continued roll-out of retail stores.

Further investment will also be made in Dr. Martens’ online presence, tapping into the passion of its existing customer base and extending multi-channel product availability, with the aim of doubling the proportion of products sold online.

“The brand’s authenticity and the millions of customers who have used Docs as a symbol of self-expression for over half a century are what makes Dr. Martens unique. The Permira funds respect that heritage and want to support the management team in nurturing it.”

David Suddens, Non-Executive Chairman, Dr. Martens
Sales (LTM Dec 2013)

€242m

Transaction size

€380m
Atrium Innovations

Atrium is a globally recognised leader in the development, manufacturing and commercialisation of innovative, science-based health products. The company develops, manufactures and distributes more than 2,000 health and nutrition products through five primary brands with leading positions in attractive distribution channels in North America and Europe.

Atrium has the leading natural/independent health food store brand in the US (Garden of Life) and a top three position in the North American healthcare practitioner channel (Pure, Douglas, Seroyal brands). The company also has a European business, based in Germany, under the Wobenzym banner. Atrium was founded in 1999 and is headquartered in Montreal, Canada.


Targeted origination

The health and wellness industry has been an area of focus for the Permira consumer team for some time. Aging populations in developed economies are focused on living not just longer but healthier lives, driving the development of everything from nutraceuticals to running shoes. Deep sector analysis led us to concentrate on two areas of interest, vitamins and supplements, and sport and outdoor.

The team spent three years mapping the vitamins and supplement sector and meeting the most innovative companies in this sector. This is how our North American team first approached the management team of Atrium and built a relationship with them over 18 months. The business was not for sale initially but discussions over M&A opportunities in the sector led to P5 making an offer to take the company private. At that point the business also received expressions of interest from other parties but the funds were able to capitalise on their early mover advantage to acquire the business.

Growth strategy

P5 is supporting the continued growth of Atrium as the company increases its focus on its larger more successful brands and looks to expand its product offering, brand awareness, and increase its points of distribution across the North American health food store, healthcare practitioner and European channels.

On the basis of the company’s proven business model, portfolio of trusted brands, strong distribution network and talented management team, the strategy is to develop Atrium into a branded, global leader and support its expansion in Europe and emerging markets.

Sensitive to the company’s Québec heritage, its unique research and product development capabilities in Canada will also be a key area of investment going forward.

“We are strong believers in Atrium’s business model, portfolio of trusted brands, strong distribution network and talented management team and are very pleased to have the opportunity to back this outstanding company. We are delighted to help further develop Atrium into a branded, global leader and support its expansion in the emerging markets.” John Coyle, Permira Partner
Sales 2013

€357m

Transaction size

€754m
LegalZoom

LegalZoom is the leading online legal services business serving the small and medium business (SMB) and family law markets in the US. The company offers easy, low-priced online legal documents and filings – with the unique ability to file in all 50 states and 3,000 counties in the US – as well as subscription-based legal plans and compliance offerings geared to SMBs and consumers. LegalZoom was founded in 2000 and is based in Glendale, California.

Blending the power of people and technology, LegalZoom delivers personalised legal solutions with an unmatched combination of quality, customer care, and value. The company has helped over two million small businesses and individuals across all 50 states, and has grown to become the most recognised brand in the legal industry. It is the clear market leader in the US, enjoying a 75% market share with high barriers for new entrants.

Investment rationale

Technological disruption is a key driver in the TMT sector. Our TMT team targets companies that are positioned with both the technology and the operational capability to capitalise on such disruption. It identified LegalZoom as being one of the online market leaders in the legal services market in the US and a company with real potential. The company has delivered 14 consecutive years of growth to date and benefits from the earnings stability provided by its subscription-based legal plans and compliance.

Previously LegalZoom had 300 private shareholders including venture capitalists, founders and associated families. The company wanted to continue to expand further as a private business but understandably also needed to return money to its original backers. We were able to deliver on this dual aim through a proprietary and discreet process which offered a high degree of certainty around the outcome. The team initiated contact with the management team in May 2013. It rapidly began a six month period of exclusivity during which the company carried out as thorough a due diligence on Permira – by contacting all the CEOs of the portfolio companies we had worked with – as we did on them. The positive feedback they received led to the purchase agreement being signed in December 2013.

Value creation

The company has ambitious plans. The online legal services market is only in its infancy (sub 20% penetrated) yet consumer research suggests that the market demand for online legal products is very high. LegalZoom will continue to build the right product set to address the demand from increasing penetration. P5’s investment will help support LegalZoom’s continuous launch of new products and services, addressing an ever-widening set of customer needs while making them even easier to use. We will also leverage our previous experience in online businesses, including Ancestry.com and Renaissance Learning, with an emphasis on helping the company to accelerate the growth of its subscription business, optimise its marketing, price and packaging, and grow new products.

“Software and the internet are completely redefining whole industries. We’re just at the start of that inflection and LegalZoom is disrupting the legal services market across the US.” Brian Ruder, Co-Head of TMT
Transaction size: €320m
Sales 2013: €153m
Tilney Bestinvest

Founded in 1986, Bestinvest is a dynamic and fast-growing UK private client wealth manager offering a range of services including an online investment platform, investment advice, financial planning and portfolio management. It is an award-winning business with a strong management team operating in a market that offers outstanding opportunities.

Headquartered in Mayfair, London, Bestinvest employs more than 200 staff. It has seen strong growth in recent years and now oversees £5 billion of assets for more than 50,000 clients. Prospects for the business are excellent as it is at the forefront of changes within the UK market, focusing on two fast-growing sub-sectors: face-to-face discretionary wealth management and online investing. Its investment platform is particularly highly-rated when judged on research depth, cost, service, range of features and breadth of investment choice.

Investment rationale

Many areas of the financial services industry have been undergoing substantial restructuring since the start of the financial crisis in 2008, nowhere more so than in the UK financial advisory sector. The basis of this sub-sector’s business model was then fundamentally altered by the Retail Distribution Review which came into effect at the end of 2012.

Permira’s Financial Services team identified asset and wealth management as an area of interest given this disruption, the growing importance of online and multi-channel delivery, and the increasing number of opportunities in the sector as larger financial institutions move to strengthen their core businesses and dispose of non-core activities.

Bestinvest was the type of platform we were looking for. It also had a strong management team, whom we had been close to since establishing Permira’s Financial Services sector team in 2008. In 2013, we approached the company with the idea of combining Bestinvest with Tilney. The management team were strongly behind this idea and as a result Permira approached the owner of Bestinvest. A planned sales process was pre-empted and a company backed by P5 achieved a bilateral deal under exclusivity.

Buy and build

The company has a unique business model. There are two parts to the business, both of which are growing; the online investing platform and the traditional investment management business. The combination of these two channels creates a very attractive opportunity with the possibility to migrate clients from one segment to another and provides flexibility in how to look after clients as their investment preferences evolve.

The support of P5 will also enable the company to play an active role in market consolidation. The UK wealth management industry has strong organic growth characteristics but it also remains highly fragmented. This presents value-enhancing consolidation opportunities.

P5 announced the acquisition of Bestinvest in November 2013 and completed the investment in March 2014. Subsequently, Bestinvest completed the acquisition of the regional businesses of Tilney in Birmingham, Edinburgh, Glasgow and Liverpool from Deutsche Bank. Tilney and Bestinvest are being combined to create a leading standalone UK wealth manager with c.£9 billion of assets.

“We’re looking forward to an exciting new chapter in our development with the backing of the Permira funds.”

Peter Hall, CEO Tilney Bestinvest
Assets under management

€9.0bn*

Transaction size

€243m

*Circa
CABB

CABB is a vertically integrated global supplier of fine and specialty chemicals and custom manufacturing solutions. The company is one of the leading suppliers of custom synthesised active ingredients and intermediates for the agrochemical market and other end-markets and is a global market-leading supplier of monochloroacetic acid ("MCA"), a chemical intermediate used in a variety of end-markets and applications including agrochemicals, pharmaceuticals and cosmetics.

CABB was founded in 2003 through the reorganisation of Clariant’s acetyl operations and is headquartered in Sulzbach, Germany. It has around 1,000 employees and operates production facilities in Germany, Switzerland, Finland and India with international sales offices in the UK, Argentina, the USA and a joint venture in China. In 2013 CABB’s turnover was almost €440 million.

CABB was targeted by our industrial and German teams who have an in-depth knowledge of some of its key end markets, following several Permira funds’ investments in the food value-chain including Cognis, Provimi, Arysta and Netafim. The team’s expertise and extensive network in the sector enabled a company backed by P5 to pre-empt a planned sale process and secure a proprietary exclusivity period during which it carried out comprehensive due diligence.

Opportunity

CABB is a strategic partner to major players in the agrochemical, pharmaceutical and personal care industries. It is amongst the top three providers in the custom manufacturing of Active Ingredients to the agrochemical industry and one of only two global suppliers of higher grade MCA. Its manufacturing base is highly efficient and boasts a sound environmental, health and safety track record. The company also has a capex programme in place to increase capacity and upgrade its technological base to new standards.

In recent years CABB has performed strongly, generating excellent organic and acquisition-led growth, increasing profits and consolidating its leadership position. P5 will support CABB’s ambition to become a global leading supplier of exclusive Active Ingredients and specialty chemical intermediates via planned organic capacity expansions and potential acquisitions.

“CABB is perfectly positioned as a leading global supplier of fine chemicals, specialty chemicals and intermediates to a variety of growing global industries including the agrochemicals industry, which we know well. We will leverage our long-standing expertise of the food value chain and in the chemicals industries built through the funds’ investments in Cognis and Netafim among others to support CABB’s standalone growth strategy in the years ahead.” Torsten Vogt, Co-Head of Industrials
Turnover 2013

€439m

Transaction size

€819m
TeamViewer

TeamViewer is a leading global provider of secure remote support software and online meeting software and file sharing software. It is the world’s most downloaded remote support solution for consumers and small and medium-size businesses (SMB) and can connect any device or server around the world within a few seconds. The company offers an easy to install and use solution encompassing remote access/administration, multi-user web-conferencing, desktop and file sharing.

Founded in 2005 and headquartered in Göppingen, Germany, TeamViewer’s remote support product has been installed on more than 500 million devices and is currently being used by 130 million active users, including over 200,000 SMB commercial customers, across more than 100 countries.

TeamViewer has a strong track record of double-digit revenue growth driven by the ongoing shift to mobile working, the increase in IT support outsourcing and the proliferation of devices. In addition, TeamViewer benefits from strong network effects as its large installed customer base and the continued growth in the number of active users drive adoption of its product for commercial use.

Origination

Our global TMT team had been looking for investment opportunities in software businesses with market leading positions, a global profile and the potential to increase its recurring subscription revenues and therefore the customer lifetime value and stickiness. TeamViewer is such a business and after a failed IPO of its parent company, GFI, the team saw an opportunity to approach the majority owner, Insight Venture Partners, directly and discuss our vision for the company. The vendor decided to hold a small sale process and P5 participated as we liked the profile of the business and had very relevant experience with previous technology investments. Our German and technology teams worked closely together through this process.

Accelerating business growth

TeamViewer is well-positioned to capitalise on the growing demands of companies to provide secure remote access to their staff and customers alike. The company is already a market leader, thanks to the ease of use, security and great value of its products, but it has considerable potential to increase the breadth of services it provides to its loyal SMB customer base and to expand in less penetrated emerging markets.

P5’s investment will support CEO Holger Felgner and his highly successful management team’s growth plans, including further penetration of its core customer base in Western Europe and North America and continuing expansion in emerging markets including Latin America and the Asia Pacific region.

This investment draws on Permira’s extensive knowledge of the software industry, following recent investments in companies such as NDS, Genesys, Ancestry.com and Renaissance Learning. It fits squarely into the Permira funds’ strategy, involving the close collaboration of our global TMT group and our German team and building on our longstanding expertise in the software market as we support the company in its next growth phase.

“TeamViewer is well-positioned to capitalise on the growing demands of companies to provide secure remote access to their staff and customers alike.”

Jörg Rockenhäuser, Partner and Head of Germany
Users

>130m

Transaction size

€870m
2013 Divestment

Renaissance Learning

Renaissance Learning is a leading provider of technology-based school improvement and student assessment programmes for pre-kindergarten through to senior high (pre-K12) schools and districts. Its products provide cost-effective solutions for districts, schools and teachers that continue to experience tight school budgets and enlarged classrooms. The company’s products and services are used by more than 70,000 schools and are primarily focused on two curriculum areas: reading and mathematics. Renaissance products are amongst the most respected throughout K-12 and have become integral parts of teachers’ lesson planning in US classrooms over the past 25 years. Its subscription-based approach offers high earnings visibility.

Proprietary origination

The education industry, like many others, is being disrupted by the increasing use of technology, including clever new software. Early adopters have the opportunity to quickly establish themselves as market leaders. Our TMT team had been following the digital education market for several years and rapidly identified Renaissance Learning as a highly promising business in the sector. The company was not for sale at first but the team still initiated a dialogue with the founding family. It became clear after a while that they were open to exiting the business and to find the right partner to take it forward whilst respecting its education mission.

Growth strategy

Renaissance offered a perfect investment opportunity. It had a very attractive business model characterised by a strong market positioning and high recurring revenues. It also had significant growth potential driven by positive long-term secular trends in education technology. Our plan was to support their growth through enabling further investment in existing products and new product launches, help them optimise their sales function and strengthen their management. The investment by P4 would also support selected add-on acquisitions and the acceleration of their internationalisation plans.

“Renaissance, as a domestic US company, had never considered Asia. Working with our head of Korea we picked Korea as the most interesting non English speaking market to launch the products in and in less than 12 months they were able to launch their product in the country.” Brian Ruder, Co-Head of TMT
Size of investment

€329m

Realisation multiple

4.1x
Renaissance Learning (continued)

Transformation
In the three years under the Permira funds’ ownership the business was transformed.
A significant increase in product development spend, particularly in STAR, Renaissance’s next
generation computer-adaptive software, resulted in 46% p.a. growth between 2010 and 2013.
Earnings were further enhanced by migration to a SaaS (software as a service) platform, resulting
in a greater contribution from higher margin recurring revenue.
Sales growth was also facilitated further by a review of the company’s sales model. A better
allocation of resources was put in place to favour the largest business opportunities while a price
optimisation programme was implemented to reflect the considerable value the product brought
to students and teachers alike.
The management team was strengthened with the appointment of respected industry leaders to the
positions of CEO, CMO and CTO and a strategic relationship with Google Capital was developed
via Non-Executive board membership to promote the opportunities for commercial partnership
between Renaissance and Google in the education space. In 2013 Renaissance acquired Subtext,
an education-focused eReading platform, to strengthen Accelerated Reader amid the print-to-digital
evolution and to allow the company to target the middle-school and high-school markets more effectively.
Lastly, international expansion was accelerated through investment in new geographies. In the UK,
the company achieved order growth of 36% per annum between 2010 and 2013. A new partnership
in Korea was also facilitated by the Permira network in Asia.

Realisation
In November 2013, Renaissance took advantage of favourable market conditions to complete
a recapitalisation. This was followed in February 2014 by a $40m strategic investment from
Google Capital, which became a minority shareholder in the company. In April 2014, a company
owned by P4 sold the company to a financial buyer for $1.1 billion, returning 4.1x original cost and
an 82% IRR to P4.

“Following the sale of Renaissance we continue to be interested in digital education. Once you’ve been in
a market you know everybody there, you’re credible, management teams want to meet you and we want
to build on that success.” Brian Ruder, Co-Head of TMT
### Sector review and portfolio

#### Consumer
- Akindo Sushiro
- Atrium Innovations
- Cortefiel
- Dr. Martens
- Hugo Boss
- iglo Group
- Maxeda
- New Look
- Sisal
- Telepizza

#### Financial Services
- Just Retirement
- Saga (Acromas)
- Tilney Bestinvest

#### Healthcare
- Creganna Tactx Medical
- Pharmaq

#### Industrials
- Arysta LifeScience
- BakerCorp
- Intelligrated
- Netafim
- CABB

#### TMT
- Ancestry
- Asia Broadcast Satellite
- Freescale
- Genesys
- LegalZoom
- eDreams OdigeO
- TeamViewer
Consumer
The Permira funds have a long track record of investing in the consumer sector, with particular focus on the retail, leisure, food and beverage and luxury goods industries. Since 1997, the Permira funds have invested €7bn or 36% of committed capital into 24 consumer companies.

<table>
<thead>
<tr>
<th>Portfolio companies</th>
<th>Equity invested</th>
<th>Gross realised IRR</th>
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</thead>
<tbody>
<tr>
<td>10</td>
<td>€7.0bn</td>
<td>262%</td>
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</table>

Notes: Gross IRRs for fully realised deals shown as at 30 Jun 2014.
Equity invested based on €m amount invested pre-syndication.
Consumer

The consumer sector accounts for up to 60% of GDP in most developed economies. It is global in scope, but often national or regional in delivery and it is complex and fast changing. It has been a core sector for Permira for over 15 years and our funds currently have a portfolio of 10 businesses, based in seven principal geographies, operating in over 100 countries and employing over 60,000 people. This large and global portfolio gives the Permira funds a unique vantage point and depth of consumer understanding to be applied to future investments and facilitating the sharing of cross-portfolio experience.

The sector is subject to two major shifts: changes in demographics and changes in behaviours – how people shop and what they buy. Global mega-trends such as growing and aging populations, declining birth rates and the growing consumer power of emerging markets are key but beneath these trends we have identified a range of themes that are informing our investment focus.

Consumers are changing. In mature markets consumers are getting older, marrying later, having fewer children, divorcing more frequently, creating far more single person households. They want convenience, smaller pack sizes, proximity stores and home delivery. Their spend is polarising, trading up to premium or luxury brands and down for value, often in the same category. There is no longer a ‘value shopper’. Everyone is looking for value. Living longer, they want to be healthy and active.

Geographic trends are seeing the rebound of western consumers in line with economic recovery, the continued rise of Asian consumers whose shopping habits are changing rapidly and the growing influence of emerging market consumers.

And, as ever in retail, the detail of execution and delivery is key to success. Value chains and points of sale are being transformed by increasing global competition, technological disruption, e-commerce and multi-channel retail.

Trends like these inform our thematic sector mapping and drive focus on areas such as:

<table>
<thead>
<tr>
<th>Health and wellness</th>
<th>Multi-channel retailers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convenience and value</td>
<td>Strong premium and luxury brands</td>
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</table>

The scale and diversity of the sector, together with the extent and range of our past and present management contacts and advisers, presents a steady pipeline of interesting opportunities. Our 20 strong team, integrated across nine offices on three continents, is uniquely well positioned to source and execute on deals with the local insight required for success. Our proven track record gives us unrivalled experience in supporting management teams to grow and improve performance.

“Consumers want seamless service across channels – their expectations are way ahead of what most brands are delivering. The opportunity is outstanding for those who can deliver.” Cheryl Potter, Head of Consumer
Consumer portfolio

Akindo Sushiro | P4

Akindo Sushiro is a market-leading sushi restaurant chain in Japan, operating in the fast-growing value format revolving (conveyor-belt) sushi segment. It currently operates 364 sushi restaurants in Japan, typically in suburban areas, with over 114 million customers per year. It opened its first overseas restaurant in Seoul, Korea, in December 2011, and now operates seven restaurants in that country.

Atrium Innovations | P5

Atrium Innovations is a global leader in the development, manufacturing and commercialisation of innovative, science-based health products including vitamins, minerals, and nutritional supplements (“VMS”). The company develops, manufactures and distributes more than 2,000 health and nutrition products through five primary brands with leading positions in attractive channels in North America and Europe. Its main brands are Garden of Life (leading natural/independent healthfood store brand in the US), Pure, Douglas, Seroyal (top three position in the North American healthcare practitioner channel) and Wobenzym (European brand based in Germany).

Cortefiel | PE2

The Cortefiel Group is a Spanish clothing retailer, operating a multi-format network with three main brands: Cortefiel enjoys strong market recognition offering classic clothing for men and women over 30 (35% of sales), Springfield provides a casual, value range for 18-30s (42% of sales) and women’secret is a leading lingerie retailer in Spain and Portugal (19% of sales). The remaining portfolio comprises smaller formats: Pedro del Hierro and Fifty Factory, which together account for c.4% of Group sales. Spanish operations represent 53% of earnings and in total the Group operates 1,970 points of sale in 72 countries.

Dr. Martens | P5

Dr. Martens is a global footwear brand with a rich and diverse heritage. It is headquartered in the UK, on the site of its original factory. Today the brand is sold in 63 countries with sales well distributed across the US, Europe and Asia. Its largest markets remain the US (c.40% of sales) and the UK (c.20% of sales), but its Asian and European subsidiaries have demonstrated strong growth in recent years and now generate c.40% of total Group sales collectively.

Hugo Boss | P4

Hugo Boss is the global leader in the formal menswear fashion market with a presence of over 6,800 points of sale across 129 countries. The company is listed on the German stock exchange. Hugo Boss has confirmed its target of reaching sales of €3 billion by 2015 and emphasised its continued focus on further improving the structural profitability of the business. The business continues to focus on expanding internationally and growing its retail activities. Womenswear continues to be an important area of focus with the recent appointment of Jason Wu as the Artistic Director for BOSS Woman. He presented his first collection at New York Fashion Week in February 2014.
Consumer portfolio

iglo Group | PE3  
Investment date: 2006

The iglo Group is the leading branded European frozen food company. It produces fish, vegetables, poultry and ready meals, including a number of iconic products such as Fish Fingers, Schlemmer Filets and Sofficini. The Group operates under three brands: Birds Eye (UK and Ireland), iglo (Germany, Austria, Belgium, the Netherlands and other countries) and Findus (Italy).

Maxeda | PE3  
Investment date: 2004

Maxeda is the market-leading Benelux DIY retailer. The Group owns the Praxis, Formido, Brico and Brico Plan-it formats. It operates 370 stores in the Netherlands and Belgium.

New Look | PE2  
Investment date: 2004

New Look is a leading fast fashion retailer with over 1,100 stores worldwide: c.580 owned stores in the UK, c.90 in Europe (Ireland, France, Belgium, the Netherlands and Germany), a growing franchise operation across the Middle East, Russia, Singapore and Poland and a small but rapidly growing number of owned stores in China. In addition to its store network, New Look has a fast-growing eCommerce offering serving over 120 countries.

Sisal | PE3  
Investment date: 2006

Sisal is the No.2 gaming operator in Italy. The company operates in all segments of the gaming market, including lotteries, betting, slot machines, videolotteries and bingo. It has a long history of innovation in the Italian gaming market. Sisal has successfully diversified its activities away from lotteries and consolidated its service business (payments, mobile and pay-TV recharges). It relaunched the Italian lottery as SuperEnalotto and operates under an exclusive concession from the Italian State Treasury that will continue until 2018.

Telepizza | PE3  
Investment date: 2006

Telepizza is an international home delivery and take-away pizza business that was founded in 1987 in a small Madrid pizza restaurant. Today, Telepizza operates c.1,260 outlets: c.620 in Spain (both owned and franchised) that reach 12 million households and represent a c.70% share of the country’s organised pizza delivery market; and c.640 stores across Portugal, Chile, Poland, Colombia, Peru, Ecuador, Central America and the Middle East. Telepizza is the No.4 pizza delivery business globally with leading positions in its key operating markets.
Financial Services

Launched in 2008, the Financial Services industry team focuses on sourcing investment opportunities for the funds in asset and wealth management, specialist insurance and financial infrastructure.

<table>
<thead>
<tr>
<th>Portfolio companies</th>
<th>Equity invested</th>
<th>Gross realised IRR</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>€1.6bn</td>
<td>74%</td>
</tr>
</tbody>
</table>

“Financial services is a particularly attractive sector for growth investors like the Permira funds. Disruptive changes following the financial crisis are creating an outstanding pipeline of opportunities.”

Notes: Gross IRRs for fully realised deals shown as at 30 Jun 2014.
Equity invested based on €m amount invested pre-syndication.
Financial Services

Since the crash of 2008 the Financial Services sector has been going through a period of considerable change and restructuring as financial institutions around the world seek to rebuild capital and concentrate on their core businesses.

Disruption gives rise to opportunities, and nowhere more so than in Europe, where new capital adequacy requirements such as Basel III and Solvency II (capital standards for insurance companies) are driving many financial institutions to restructure. These pressures are giving rise to a strong flow of sizeable and attractive deals in a number of sub-sectors.

Given the sensitivities that are involved, deals in the Financial Services sector are often proprietary. They are also complex and highly regulated. The Permira team’s deep experience in financial services, the contribution of our expert industry advisers, together with our global reach and the specialist support provided by the Financing and Deal structuring group, means that we are well positioned to source and exploit these opportunities.

Permira’s approach is differentiated by our ability to structure collaborative, cross-sector teams. Involving professionals from our TMT and Consumer sectors, for example, brings particular expertise in the areas of financial services technology and consumer facing financial services. Local office representation and multi-national deal teams also provide country and regional insights.

The investment opportunity is driven by a number of industry trends including:

<table>
<thead>
<tr>
<th>Disposals of non-core assets</th>
<th>Consolidation</th>
</tr>
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<tbody>
<tr>
<td>Restructuring to reduce costs</td>
<td>Reduced competition in some sub-sectors</td>
</tr>
<tr>
<td>Opportunities for specialists to build scale</td>
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Major financial institutions are disposing of businesses such as insurance and wealth management, exiting or outsourcing services such as payment processing, and competing less in non-core markets. These drivers offer attractive margins and create opportunities for smaller players to acquire and merge businesses to create scale and build market share. The relative sensitivity of vendors in these situations often leads to bilateral sales processes that seek to reduce the risk of failure seen in wider auctions.

As in all of Permira’s business sectors, we translate our thematic approach into tightly researched target sub-sectors of opportunity. These currently include asset and wealth management, specialty insurance and financial infrastructure and services. The two most recent investments by the Permira funds, Just Retirement, a provider of financial solutions to people in or approaching retirement, and Tilney Bestinvest, a provider of state-of-the-art online investment services and discretionary investment management services, both fall within our target sub-sectors.
Financial Services portfolio

Just Retirement | P4  
Investment date: 2009

Just Retirement is a UK market leader in retirement income products. It is the leading provider of Individually Underwritten Annuities with 31% market share and the second provider in Lifetime Mortgages with 30% market share. Just Retirement provides retirees with an average of 20% to 25% additional retirement income relative to standard annuities.

Saga (Acromas) | PE3  
Investment date: 2007

Saga offers a broad range of holidays and other travel services to its customers (including the famous Saga world cruises) and is the UK’s largest independent provider of domiciliary care services. Saga is one of the UK’s most recognised brand names. The company was listed on the London Stock Exchange in May 2014.

Tilney Bestinvest | P5  
Investment date: 2014

Bestinvest is a leading UK-based private client wealth management firm overseeing £5 billion of assets for more than 50,000 clients. Tilney is a long-established UK wealth manager with regional offices in Liverpool, Glasgow, Birmingham and Edinburgh servicing c.11,000 clients (HNWs). The combination of the two businesses will create a scale-player in the UK wealth management market with AuM of c.£9bn. Growth will be driven by the fall-out from the Retail Distribution Review (RDR), banks and IFAs withdrawing from the market, the market growing at >10% p.a. and an expected £130bn of ‘orphan RDR assets’ which will be looking for new homes for their investments.
Healthcare
Permira set up a healthcare team in 2008 to pursue opportunities in this fast-growing sector. The team focuses on investment opportunities in a variety of sub-sectors including generics, specialty pharmaceuticals, CMOs, consumer-facing medical technology businesses and diagnostic companies.

<table>
<thead>
<tr>
<th>Portfolio companies</th>
<th>Equity invested</th>
<th>Gross realised IRR</th>
</tr>
</thead>
<tbody>
<tr>
<td>2*</td>
<td>€0.6bn</td>
<td>18%</td>
</tr>
</tbody>
</table>

“Our emphasis is on primary origination and differentiated businesses – we look under the surface of the macro trends that everyone knows about. Our sector expertise and local insights mean that we’re looking at trends that others don’t necessarily recognise.”

Notes: Gross IRRs for fully realised deals shown as at 30 Jun 2014
Equity invested based on €m: amount invested pre-syndication
* Three including MESA and Asteral acquired in Aug 2014
Healthcare

Healthcare accounts for approximately 20% of US GDP and, by some measures, 12%-14% of global economic activity. It is subject to several well recognised mega-trends – amongst them aging populations with chronic care needs, mounting life-style related diseases, population and income growth in emerging markets, medical inflation and funding pressures in developed markets, and declining R&D productivity in pharmaceutical and medical technology companies. These trends and the sector’s scale inevitably generate attractive opportunities.

In developing our healthcare sector investment strategy we are seeking to go beyond obvious trends to identify themes where our proven sector expertise can be leveraged through Permira’s differentiating strengths – our global network, our TMT and Consumer experience and our collaborative multinational, multi-disciplinary culture.

Key themes within the sector include:

| The need for increasing efficiency | Societal changes |
| Local or regional variations       | Risk management issues |
| Economic pressure                 |                      |

Rising demand in an era of fiscal constraint and declining productivity will favour those companies that can harness technology to deliver better care or products, more efficiently. The need for more efficiency and better risk management not only drives technological innovation but also such trends as outsourcing. Themes like these lead to a focus on sub-sectors such as CROs, specialist med-tech and specialty pharmaceuticals.

Despite its global scale, healthcare is often a very local business – different countries having widely differing regulatory, commissioning and reimbursement systems. Markets are in different stages of development and have different disease profiles. Understanding these themes leads to attractive investment possibilities – not just in healthcare but also in parallel sectors.

Aspects of the sector such as the prevalence of intellectual property (IP) and technology based, fast growing, differentiated businesses, or the consumer facing health and wellness market, cross over into Permira’s established TMT and Consumer sectors. Permira’s global office network and integrated team working approach means that we are uniquely well positioned to identify such opportunities.

P4’s recent investment in Pharmaq illustrates our approach in action. Pharmaq manufactures vaccines and provides therapeutics and diagnostic services – but for farmed fish rather than humans. It is headquartered in Norway. The initial opportunity to acquire Pharmaq was identified by our Stockholm office after the healthcare team had targeted vaccines as a sub-sector. We were able to create a uniquely capable team combining healthcare specialists including a qualified doctor from London, a vet from our Frankfurt office, a Norwegian national from our Stockholm office and the experience of previous food value chain investments (Aysta LifeScience, Netafim and Provimi). Understanding management and their product was crucial in establishing exclusivity for the funds in this primary deal and enabling P4 to undertake due diligence and complete within three weeks of the initial meeting. They will also be key to deliver on new product development plans, the internationalisation of the business and selected add-on acquisitions.
Healthcare portfolio*

Creganna Tactx Medical | P4  
Investment date: 2010

Creganna is a leading global provider of outsourced solutions to medical device manufacturers, specialising in the design and manufacture of delivery devices for minimally and less invasive surgical procedures. It provides a complete range of solutions to assist over 200 medical device and life science companies to take products from concept design to full scale production. It has specialist capabilities in metal hypotube shafts, medical balloons, extruded and braided tubing and micro-moulded components. The company has a global presence with manufacturing sites in Ireland, the US and Singapore and longstanding customer relationships with seven of the top ten medtech companies.

Pharmaq | P4  
Investment date: 2013

Pharmaq is a market-leading aquatic vaccines manufacturer for farmed fish (70% of sales). The company also provides fish therapeutics and diagnostics services. Its core markets are in Norway, where it is headquartered, and Chile. The business has a 28% global market share.

* In addition, P5 completed the acquisition of Mesa Asteral in Aug 2014
**Industrials**

Since 1985, the Permira funds have built up considerable expertise in investing in quality chemical and industrial assets. Since 1997, 20% of the Permira funds’ private equity investments have been in the industrials sector.

<table>
<thead>
<tr>
<th>Portfolio companies</th>
<th>Equity invested</th>
<th>Gross realised IRR</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>€4.0bn</td>
<td>16%</td>
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</table>

“We have a team with the ability to come up with different ideas. You need processes and guidance, but you need to see situations before everybody else does – and then execute with a unique angle and perspective.”

Notes: Gross IRRs for fully realised deals shown as at 30 Jun 2014
Equity invested based on £m amount invested pre-syndication
Investing responsively

Sector review & portfolio

Richard Carey (Right)
Co-Head of Industrials

Torsten Vogt (Left)
Co-Head of Industrials
Industrials

The industrial sector is a major component of the GDP of all developed economies around the world and a rapidly growing part of emerging markets. It has also been an important part of the Permira funds’ investments over the years and is currently supported by a global team of 15, including two joint Sector Heads based in Frankfurt and New York.

The sector is truly international and subject to both global trends and economic cyclicality, but it also creates national and regional champions that can be transformed by international growth strategies and the implementation of world-class operating practices. Half of the revenues of our current Industrials portfolio are generated outside Europe and North America and the value creation strategies we pursue are typically driven by such international growth. In doing so we create strategic value and many of our exits are accordingly to strategic buyers outside our portfolio companies’ home markets.

Beyond internationalisation and the need for growth we see a number of themes driving opportunity within the sector. The need for security of resources is driving innovation in the food chain, resource conservation and the energy industries – both new and old. The need for increasing manufacturing efficiency permeates all aspects of the supply chain, driving internationalisation on one hand and outsourcing on the other as companies focus on their core activities. And regulatory changes and consumer pressure drive higher standards, environmental sustainability and an increasing need for monitoring, validation and third party assessment.

Mapping such themes and drivers creates a clear perspective, informing our focus on a number of industrial sub-sectors, including:

<table>
<thead>
<tr>
<th>The food value chain</th>
<th>Safety and security</th>
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<tbody>
<tr>
<td>Basic materials and chemicals</td>
<td>Business services</td>
</tr>
<tr>
<td>Energy</td>
<td></td>
</tr>
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</table>

Within each sub-sector, detailed research focuses on market analysis, target identification and opportunity sourcing, in line with our goal to find primary and minimally competitive investment opportunities. We are supported in this not only by the experience, credibility and contacts built up over more than 25 years of successful investment, but also by a world class panel of selected industry expert advisers.

The industrial picture is constantly evolving and Permira’s entrepreneurial and collegiate team culture encourages our investment professionals to research and develop interesting opportunities wherever they see them. Disruption and change such as those brought by the increase use of technology and the scarcity of natural resources are always creating new possibilities.

Looking ahead, we continue to see the interface between industrials and technology as opening interesting possibilities for us to leverage our TMT sector expertise and build differentiated investment themes. The investment in Intelligrated is a key example of this cross-sector opportunity. Similarly, our focus on the food value chain will continue to link into both consumer and TMT themes.
Industrials portfolio

Arysta LifeScience | P4  
Investment date: 2008

Arysta LifeScience is a global agrochemical and lifescience company. It operates through two units: crop protection and health & nutrition science. The crop protection business supports over 3,600 product registrations, including market-leading insecticides, fungicides and herbicides while the health & nutrition science business produces over 90 different products for the animal health, human health, and plant nutrition markets. Arysta LifeScience is one of the world's largest privately held agrochemical business. The firm markets its products in over 125 countries.

BakerCorp | P4  
Investment date: 2011

BakerCorp is the industry leader in providing temporary liquid and solid containment, pump, filtration and trench shoring solutions. With over 100 locations in North America and Europe, Baker offers integrated equipment rental solutions and related services to customers in attractive end markets including oil and gas, refining, environmental remediation, industrial services, power, municipal and construction.

CABB | P5  
Investment date: 2014

CABB is a vertically integrated global supplier of fine and specialty chemicals and custom manufacturing solutions for the agrochemicals, pharmaceuticals, personal care and food markets. It was founded in 2003 through the reorganisation of Clariant's acetyl operations and is headquartered in Germany. It is a leading player in key markets including the custom agrochemical manufacturing market and the higher grade MCAA (monochloroacetic acid) market.

Intelligrated | P4  
Investment date: 2012

Intelligrated is a leading provider of advanced automated material handling solutions, services, products and software, operating primarily in the US, Canada, Mexico and Latin America. Intelligrated designs, manufactures, installs and services complete material handling systems primarily for customers in retail and e-commerce, consumer products, food and beverage, pharmaceutical distribution and post and parcel delivery.

Netafim | P4  
Investment date: 2011

Founded and headquartered in Israel, Netafim is the pioneer and global leader in smart drip and micro irrigation solutions for sustainable agriculture and other applications. It provides drip irrigation solutions for value crops in over 100 countries and is the clear market leader with c.30% share of the global market.
TMT

The Permira funds have been investing in technology, media and telecommunication companies for close to 30 years. TMT investments have accounted for 33% of all our funds’ investments since 1997 and generated a gross realised IRR of 39% for our funds’ investors.

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<tr>
<th>Portfolio companies</th>
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<tr>
<td>6</td>
<td>€6.3bn</td>
<td>39%</td>
</tr>
</tbody>
</table>

Notes: Gross IRRs for fully realised deals shown as at 30 Jun 2014
Equity invested based on €m amount invested pre-syndication
Richard Sanders (left)
Co-Head of TMT

Brian Ruder (right)
Co-Head of TMT
TMT

Over the years our funds have backed a wide variety of businesses including telecom networks and distribution specialists, satellite operators, software firms, online content and commerce companies as well as TV production and broadcasting groups.

Our TMT team is co-led by Richard Sanders in London and Brian Ruder in Menlo Park, California. Uniquely in the Permira network, the Menlo Park office, open since 2008, focuses exclusively on the technology sector. The team is supported by highly-experienced senior advisers including former Adobe CEO Bruce Chizen and former NDS CEO Abe Peled. They get closely involved in due diligence and often sit on the boards of portfolio companies alongside Permira executives.

TMT’s recent history has been one of digital convergence driving disruption across the broad media and telecommunications landscape. Today we see software and technology continuing to revolutionise businesses in every sector, driven by themes such as: ubiquitous connectivity, software primacy, the growth of ‘big data’, mobility and social networking.

Our investment approach is to identify market leaders in segments that are relatively early in the offline/online shift and to invest ahead of the disruption curve. Our entrepreneurial culture and international network give us the local access, contacts and insights we need for successful primary origination and the development of appropriate growth strategies in such a global sector.

As illustrated by our recent investments, current areas of interest include digital education, financial technology, business services software, subscription-based online businesses and cyber security. Since 2009, our funds have invested over €2bn in eight portfolio companies. These firms generate combined sales of over €4bn per year, 50% of which come from outside Europe.

Education software company Renaissance Learning is a perfect example of our strategy. We carried out an in-depth mapping of the digital education market and quickly identified US-based Renaissance Learning as an interesting opportunity. In the three years under P4’s ownership the business was transformed. It rapidly expanded its presence internationally and orders grew 11% p.a. from $144 million in 2010 to $195 million in 2013 while cash EBITDA grew from $52 million to $91 million. This success was driven by significant product investment, a major revamping of the sales coverage model and the strategic acquisition of eReading platform Subtext. In February 2014, Google Capital announced a $40m investment in Renaissance, becoming a minority shareholder in the company and in Q2 2014, the company was sold for $1.1 billion to a financial buyer, generating returns of 4.1x or 82% IRR for P4.

Leading pay-TV technology company NDS Group is another recent success story. At acquisition, NDS was a global market leader ideally positioned to capitalise on the growth opportunities created by the convergence of digital broadcasting and the internet, as well as the rapid penetration of pay-TV in developing markets. Under P4’s ownership, the company leveraged its world leading technology platform to deliver new product innovation, generate new client wins and expand into new markets.

By early 2012, NDS had become an attractive target for strategic trade buyers and in July 2012 a company owned by P4 and News Corp. completed the sale of the company to Cisco Systems, delivering an IRR of 27% and a multiple of 2.3x original investment cost.

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We have an equally attractive portfolio today which has been originated largely on a proprietary basis and includes: Genesys, Ancestry, Asia Broadcast Satellite and eDreams OdigeO.

More recently companies backed by P5 invested in online legal services specialist LegalZoom and remote access software company TeamViewer, both companies have highly visible and unique revenue models and great potential for further growth.
TMT portfolio

Ancestry | P4
Ancestry.com is the global leader in online genealogy, with over 12 billion records and 58 million family trees containing 6 billion profiles. The company is c.6x the size of its biggest competitor. Ancestry pioneered online family history by converting a time intensive, expensive offline pursuit, into one which is affordable, accessible and online. The offering is delivered via multiple platforms including desktop web, mobile and social media.

Asia Broadcast Satellite | P4
Asia Broadcast Satellite is one of the fastest growing premium Fixed Satellite Services operators in the world, supplying bandwidth connectivity to broadcasting, telecom and government customers. Its prime orbital locations cover 80% of the world’s population in around 30 countries. Its key target geographies are the high growth markets in Asia, Russia, Africa and the Middle East. The firm’s satellite fleet comprises 6 satellites with its latest addition, the state-of-the-art, high power ABS-2 satellite having been launched on 6 February 2014.

eDreams OdigeO | P4
eDreams OdigeO is a leading online travel agency across Europe and has an increasing presence in 35 other countries around the world. It was created from a combination of eDreams, Go Voyages and Opodo (including Travelink, a Nordic-based business) in February 2011. It operates a multi-channel marketplace that connects travel suppliers, such as airlines, hotels and car rental companies, with end-customers and other travel agents. On 8 April 2014, the company floated on the Madrid Stock Exchange. A company owned by P4 retains a 30% stake in the company today.

Freescale | P4
Freescale is a global leader in embedded processing solutions for the automotive, consumer, industrial and networking markets. The company has a heritage of innovation and product leadership spanning more than 50 years and has an extensive intellectual property portfolio, including approximately 6,100 patent families, and serves more than 18,000 customers with leading products and solutions. Freescale has over 50 sales offices located in 26 countries. In May 2011, Freescale completed an initial public offering of 49 million common shares. A company owned by P4 continues to hold a c.12% equity stake in the listed company.

“Our culture of entrepreneurialism motivates everyone, not just in making good investments, but to be ahead of other people. As the landscape shifts, that cultural dynamic will continue to deliver, cycle in and cycle out.”

Richard Sanders, Co-Head of TMT
TMT portfolio

Genesys  |  P4  |  Investment date: 2012
Genesys is a leading supplier of enterprise software and solutions that enable best-in-class customer service for companies and organisations; provides products for call routing and handling which integrate with all major contact centre hardware vendors. The company is headquartered in California and has over 60 offices worldwide. Genesys’ software directs over 100 million customer interactions every day for circa 3,000 companies and government agencies in over 80 countries. In 2013 Genesys continued to pursue a proactive acquisition strategy, making three further new investments. These include Angel; a SaaS contact centre software provider; UTOPY, a workforce optimisation business with industry-leading speech and text analytics applications; and, leading cloud-based customer engagement solution provider SoundBite Communications. All three fit Genesys’ strategy to extend its cloud contact center leadership position by adding new or augmenting existing services.

LegalZoom  |  P5  |  Investment date: 2014
LegalZoom is the leading online legal services business serving the small and medium business and family law markets in the US. The company offers easy, low-priced online legal documents and filings as well as subscription-based legal plans and compliance offerings geared to SMBs and consumers. Founded in 2000 and based in California, the company is five times the size of its closest competitor.

TeamViewer  |  P5  |  Investment date: 2014
TeamViewer is a leading global provider of secure remote support software with a focus on small and medium-sized businesses. The company offers an easy to install and use solution encompassing remote access administration, multi-user web-conferencing, desktop and file sharing. The software is charged as a licence model for corporate and business customers but is free for personal and private use, which drives product awareness and commercial adoption. The company is the industry leader in remote support and administration solutions for medium-sized businesses. There are over 550 million activated devices with 180 million new devices added in 2013. The company also has over 130 million active users with 2 million active sessions taking place daily. It counts over 200,000 commercial customers. The TeamViewer product is used in 110 countries and is available in 34 languages.

"Software is one of the most stable, predictable and successful areas for investment of any sector. We will continue to pursue software investments with recurring revenue streams as standalone transactions and also where software overlaps into other Permira sectors."
Brian Ruder, Co-Head of TMT
The Board
Permira Holdings Limited is the Group holding company. The Board of Permira Holdings Limited is responsible for the management and operation of the Group. It is comprised of our two Co-Managing Partners, Kurt Björklund and Tom Lister, a further four Permira Partners, Veronica Eng, Carlos Mallo, Jörg Rockenhäuser and Charles Sherwood, and three non-executive directors, Nigel Carey, Vic Holmes and Paul Cutts.

The Executive Group
Our Executive Group, comprising our two Co-Managing Partners, Kurt Björklund and Tom Lister, plus Carlos Mallo and Jörg Rockenhäuser, is responsible for day-to-day aspects of firm management, strategy and long-term planning.

General Partner and Investment Committee
Each Permira fund is managed by a General Partner or Manager which is responsible for investment and divestment decisions and portfolio management. Each General Partner/Manager has appointed an Investment Committee to advise it on these matters.
Conflicts of interest
Every Partner and employee must be aware of the potential for conflicts of interest to arise and has responsibility to identify and manage such conflicts. We have in place internal policies and guidelines which seek to reduce the instances when conflicts of interest arise and address conflicts that do arise in a way that protects and deals fairly with the interests of those involved. Our personal account dealing rules are an essential part of how we manage conflicts and how we seek to ensure that confidential information is not misused. These rules help us avoid situations where personal interests might conflict with, or be seen to conflict with, the interests of our investors.

Relationships with portfolio companies
Permira professionals represent the interests of the funds and monitor the ongoing performance of the funds’ investee companies, providing support and advice when necessary. The status of the Permira funds’ investee companies is regularly assessed by the relevant Investment Committee and General Partner/Manager.

Business principles
Permira has global policies to help us ensure that we manage and operate our business prudently while complying with applicable laws and regulations. These policies cover aspects such as risk management, confidentiality and security, conflicts of interest, anti-corruption and anti-money laundering. We also have a robust set of business principles to guide the behaviour of all our professionals and underpin the way we operate. All Partners and employees of Permira are expected to conduct their activities in accordance with both the letter and the spirit of these principles. We also expect each portfolio company of the Permira funds to be aware of these principles.

We are committed to maintaining the highest standards across all our activities – a commitment which is the foundation for our global reputation.
Since 1985 the Permira funds have made over 200 private equity investments with a focus on driving transformation to build better businesses. Today our funds own a large portfolio of over 25 companies operating in a broad range of industries. Many of them operate globally through subsidiaries, sales and suppliers and are exposed to heightened ESG risk, particularly from their operations in emerging markets. Mitigating such risk is critical but so is identifying opportunities for value creation through deploying sound ESG practices in their own business operations as well as in their supply chains. In 2012, we initiated a thorough ESG review of the funds’ portfolio companies, as part of our work to strengthen and formalise the firm’s ESG investment management systems. We highlight here some of the most inspiring examples of the work achieved by our portfolio companies in our five key sectors of activity: Consumer, Financial Services, Healthcare, Industrials and TMT.

Responsible supply chain management at Hugo Boss

The leading global high-end fashion retailer Hugo Boss, in which the funds’ invested in 2007, has global production, sourcing and sales. The company pays close attention to environmental, social and governance matters and has established mandatory global standards, including for its suppliers, for sound labour and working conditions, health and safety, and responsible handling of environmental matters. Hugo Boss is committed to complying with internationally recognised labour and social standards in line with the conventions of the International Labour Organisation (ILO) and the Universal Declaration of Human Rights of the United Nations, and that it will only deal with suppliers who do so too. Hugo Boss’ social standards, including the prohibition of child labour and forced labour, non-discrimination, maximum working hours, humane working conditions, payment of adequate wages, healthy and safe working conditions, and entitlement to freedom of association and collective bargaining, are a contractual requirement for its suppliers.

Compliance is a prerequisite for new business partners. Since the investment by P4 in 2007, Hugo Boss has established an extensive compliance and risk management programme, including a global audit programme, through which all of the company’s 280 active suppliers have been audited. Social compliance audits (internal and external) are performed annually at Hugo Boss’ owned facilities and for most of its suppliers. Detailed audit reports are prepared and shared with the suppliers. Hugo Boss helps suppliers to understand how to implement appropriate corrective measures, if needed. In case improvements are needed, re-audits are conducted following corrective measures. This process has resulted in improvements in social compliance systems, health and safety measures, fire rules, better documentation of hazards and other measures to benefit the workers at Hugo Boss’ own facilities and for the company’s suppliers.
“We believe that the performance and success of our portfolio companies depends on them having a responsible approach to sustainability”

Jörg Rockenhäuser, Board member and head of ESG group at Permira
Just Retirement offers improved pension solutions for the elderly

Since its launch in 2004 and with the support of P4’s investment since 2009, Just Retirement has established market leadership in the UK in providing elderly people with financial products to help them to better manage their savings during retirement. Just Retirement prides itself on the highest levels of customer service, including for low-income retirees, and champions consumers’ rights to be able to shop around at retirement for the best annuity available in the market for them. Just Retirement’s equity release mortgages have unlocked tax free cash from the homes of nearly 20,000 elderly customers, for them to spend as they wish during their retirement years. At a time when retirees are increasingly under financial pressure due to the global economic down-turn, Just Retirement provides solutions for a more knowledgably planned, comfortable and stress-free retirement. Since the investment in Just Retirement in 2009, our investment executives’ and their specialist advisers’ financial services expertise has supported company management to further advance Just Retirement’s offerings to customers. Given the sophistication of its financial products, directors of Just Retirement have to be fully specialised and receive regular training. Just Retirement’s reputation for excellence has also been widely recognised in the financial services industry. For five years running, Just Retirement received a 5-star accolade in the pension and insurance category by the UK Financial Advisors Association.

Creganna’s products enable lower risks for patients and reduce health-care costs

Creganna is a leading provider of out-sourced solutions to medical device manufacturers, specialising in the design and manufacturing of delivery products for minimally and less invasive surgical procedures. The funds invested in the company in 2010. Creganna’s minimally invasive surgery devices have important social benefits, including increased chances of survival and reduced recovery time for patients, as well as overall reduced health-care costs compared to traditional surgery methods. Creganna works with original equipment manufacturers (OEMs) to improve upon existing products and to develop new technologies, for example to treat heart failure or arrhythmia through minimally invasive surgery. Creganna’s standard medical device products typically have the highest health & safety and quality standards, and go through rigorous regulatory approval processes as well as regular customer inspections. The company has received a number of industry leader recognitions, for example the IMDA award for Manufacturing and Operational Excellence.
Just Retirement’s equity release mortgages have unlocked tax free cash from the homes of nearly 20,000 elderly customers, for them to spend as they wish during their retirement years.
Renaissance Learning provides schools with effective learning tools

Renaissance Learning, a P4 portfolio company between 2011 and early 2014, is a leading provider of technology-based school improvement and student assessment programs for pre-kindergarten through to senior high-school. Adopted by approximately 70,000 schools in the US, Canada and the UK, Renaissance’s tools provide daily formative assessment and periodic progress-monitoring technology to enhance core curriculums, support differentiated instruction, and personalise practices in reading, writing and math. Renaissance’s products and school improvement programmes help educators make the practice component of their existing curriculum more effective by providing tools to personalise practice and easily manage the daily activities for students of all levels. As a result, teachers using Renaissance’s products and programmes accelerate learning, get more satisfaction from teaching, and help students achieve higher test scores on regional and national tests. Renaissance has seven locations in the United States and subsidiaries in Canada and the United Kingdom. Renaissance’s products are amongst the most respected by educational professionals, and have become integral parts of teachers’ lesson planning in U.S. classrooms over the past 25 years. More than 1.5 million tests are taken every school day on a Renaissance product. Renaissance is the founder of ‘Read to a Million Kids’, a campaign to read, literally, to 1,000,000 children through a series of exciting online activities, resources and live reading events featuring popular children’s authors.

Netafim helps address global water and food scarcity

Drip irrigation is a key technology in helping to address global challenges such as water and food scarcity for a growing global population. Netafim’s drip irrigation systems allow farmers in over 100 countries to control water-flows and save up to 40% of water used for irrigation while their agricultural yields can be increased by 50%. This enables farmers to produce more food allowing scarce water supply to be used for other purposes by local communities. For example, cotton farmers in India were able to use 3,200 m³ less water per hectare per year – a reduction of 42% – with Netafim’s drip irrigation systems whilst earning US$1,372 more per hectare from the increase in cotton yield. The cotton farmers also saved in energy usage, reduced weed growth and improved fertiliser efficiency.

Since acquisition in 2011, we have been working to support Netafim to expand its global sales for the benefit of additional farmers world-wide. In addition, a corporate code of conduct covering key matters has been refined further, and the company’s general counsel has been appointed to lead ESG efforts across the global corporation.
Cotton farmers in India were able to use 3,200m³ less water per hectare per year – a reduction of 42% – with Netafim’s drip irrigation systems whilst earning US$1,372 more per hectare from the increase in cotton yield.
Social investment

In the UK, Permira is a founding partner of Social Business Trust ("SBT"), a fund which invests both financial resources and expertise into UK social enterprises to help them scale up and deliver greater social impact. SBT is a partnership of seven leading global companies dedicated to transforming social enterprises by providing £10m of growth capital and skilled support. Since launching in December 2010, SBT has made eleven investments – Timewise, The Challenge Network, Moneyline, Inspiring Futures Foundation, London Early Years Foundation, Bikeworks, the Shakespeare Schools Festival, the Reader Organisation, Young Advisers, Fashion Enter and Challenge partners.

Permira is also a longstanding supporter of Impetus – The Private Equity Foundation (Impetus-PEF), a charity committed to transforming the lives of 11 to 24-year-olds trapped in poverty in the UK. In addition to Permira’s annual support, this year a team of Permira runners completed the Royal Parks half marathon in London in aid of the charity. Impetus-PEF identifies, and then increases the impact and reach of some of the most effective programmes helping young people to succeed in school and to find jobs and to keep jobs. It supports charities and social enterprises to become highly effective through its package of money, business expertise and management support. Impetus-PEF then works to ensure these organisations are reliably delivering results proven to transform young lives, before helping them dramatically increase the number of people they serve. Through its unique work, Impetus-PEF aims to ensure the most disadvantaged children and young people get the help they need to lead fulfilling lives.

In Germany, our Frankfurt team is working with Off Road Kids (ORK), a leading relief organisation for run-away kids, to support a ground-breaking new education project set up by founder Markus Seidel. It has created the country’s first academy for youth workers, thereby addressing a gap in the education system and reinforcing the core of the organisation’s charity work.
Permira is a founding partner of Social Business Trust, a fund which invests both financial resources and expertise into UK social enterprises to help them scale up and deliver greater social impact.
Notice

This annual review forms the basis of Permira’s compliance with the Walker guidelines for communication by private equity firms. The UK office of Permira is headed by Cheryl Potter. The source of the funds’ capital is detailed on our website www.permira.com. UK institutions account for approximately 35% of Permira IV and 10% of Permira V.

The following Permira funds’ UK portfolio companies report under the Walker guidelines: Acromas, iglo Group, New Look and Just Retirement. Other companies which publish regular financial reports include: Ancestry, eDreams OdigeO, Freescale Semiconductor, Hugo Boss and Saga.

Each of Permira Advisers, Permira Advisers (London) Limited, Permira Advisers LLP and Permira Debt Managers Limited are authorised and regulated in the United Kingdom by the Financial Conduct Authority. These entities, alongside the different entities in each of the geographies in which Permira is active, each individually act as advisers or consultants in relation to the Permira funds. Permira also provides data to the BVCA to enable it to conduct enhanced research into the private equity industry.
Please note the following:

In this document, “Permira” means Permira Holdings Limited and its subsidiaries including the various entities which each individually act as advisers or consultants in relation to the Permira funds. The “Permira funds” and the “funds” refer to one or more of the following buy-out funds advised by Permira: Permira V (P5), Permira IV (P4), Permira Europe III (PE3), Permira Europe II (PE2).

The valuation of remaining investments of the Permira funds has been calculated in accordance with the International Private Equity and Venture Capital Guidelines.

“Partner” is a title applied internally within Permira to certain senior professionals who are treated within Permira as partners, but not necessarily implying the carrying on of a business as a partner or in partnership.

Portfolio company financial information has been converted based on the following exchange rates: €1 = US$1.38, €1 = ¥144.80, €1 = £0.83.

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