



Thomas Kaas Selsø

CFO, MSc., Cand.Merc. FIR & HD(R)

PROFILE

I am a disciplined, results driven Chief Financial Officer / CFO, age 47, with broad experience in all aspects of accounting; IFRS, cash management, management reporting, budgets.

Throughout my career as CFO and Management Consultant, I have gained a strong business understanding and a broad national and international industry experience.

I have extensive experience optimizing processes with particular expertise transforming businesses through M&A, business development/analysis and project management. I have more than 20 years of leadership with managerial responsibility for app. 10- 20 employees. Finally, I have extensive experience in building financial courses in accounting and valuation of companies internally to organizations as well as externally.

PROFESSIONAL SKILLS

FINANCIAL- AND OPERATIONAL MANAGEMENT

Has as CFO been with financial and operational management for more than 20 years. Has been responsible for the full financial period reporting from A-Z, including completion of annual report and tax at company and consolidated level. Has also been responsible for the preparation of operations, status and liquidity budgets at company and consolidated level. Responsible for the collaboration with the audit and its planning. In addition, with the help of larger checklists, has been responsible for review and probabilization of the work of the finance and accounting department in relation to period closures. In terms of operations, I have over the years been responsible for hiring and dismissing employees. I have also worked a lot with change management, crisis and management control (KPI's).

BUSINESS DEVELOPMENT - PROCESS OPTIMIZATION AND TURN AROUNDS

Won the EY award, Entrepreneur of the Year 2017, for best turn around and for the most thorough innovation and focus in relation to automation and digitization of processes and business processes, including with special focus on risk and profitability. Has been responsible for the identification, strategic analysis and execution of new business opportunities, including verification of market potential and valuation of this.

M & A – BUYING AND SELLING COMPANIES

Responsible for the preparation of an overall strategy in the short and long term, including the preparation of an acquisition strategy in relation to possible acquisition and merger topics. Has performed valuation calculations using DCF and multiple calculations and has been responsible for the introduction, negotiation and completion of acquisitions, including due diligence. Has worked with M&A for i.a. DSV Miljø and Maj Invest Equity.

SIGNIFICANT RESULTS AND SUCCESSES

- ✓ Won the EY award "Entrepreneur of the year", for best turn around
- ✓ Optimized and automated the majority of processes and business processes that led to larger million profits
- ✓ Acquisition of a competitor and subsequent optimization of its operations and organization that provided the group with a larger million profit.
- ✓ As CFO in several places, optimized and ensured accounting departments' efficient financial reporting
- ✓ Analysis and optimization proposals for managerial financial reporting for Jyske Bank's headquarters (Finance)
- ✓ Analytical process review and successful error-finding of major million difference for Q8 headquarters as well as successful optimization of management reporting tools
- ✓ M&A, Due Diligence and strategic analyzes in connection with acquisitions and sales for DSV Miljø, Maj Invest Private Equity.
- ✓ Established and operated interim management company with major listed and unlisted customers

EMPLOYMENT

2015-	CFO, NHH group companies and board member several companies
2012-2015	CFO, M&A, Management Consultant Ideal Finans <i>Solving several interim management roles for large listed and unlisted clients, such as Q8, Jyske Bank, Sopra Steria, Time Group, Signal Group, Sydfyns Energiforsyning. In addition, sat on several boards.</i>
2010-2012	CFO, NHH group companies and board member several companies
2009-2010	Manager Business og Finansiell Controlling and Interim Management, BDO Revision <i>Establishment of interim management department in BDO</i>
2002-2009	CFO, M&A, Management Consultant Ideal Finans 2004-2009 CFO, Interim, at Carl Ras Group 2007-2008, Interim CFO at Cura Mgmt./Foreningen Fast Ejendom 2004-2006, Team leder, Interim, at Daimler Chrysler Group and at Magirus Nordic GmbH 2008-2009, Management Consultant at Q8 2004-2009, M&A Consultant at DSV Miljø and Maj Invest Equity fund
1993-2002	CFO, Finance & Accounting Manager at SkaarupImcase A/S

EDUCATION

- 2003** **MSc (FIR) in Finance & Accounting, (Cand.Merc.FIR), CBS**
- Master's degree in finance and accounting specializing in valuation and acquisition and sale of companies.
 - Thesis: Strategic accounting analysis and valuation of DSV.
- 2001** **BSc (HD-R) in Accounting, Auditing & Management Accounting, CBS**
- Bachelor's degree in Accounting, Auditing and Financial Management
 - Thesis: Analysis of valuation models with a focus on real option models

COURSES AND TRAINING

- 2017** **Executive Board Education, CBS (½ year part-time course In board work)**
- 2009** **IFRS Academy, FSR (50 hour course in IFRS)**

TEACHING EXPERIENCE

- 2009-** External Associate Professor, Lecturer and thesis supervisor at the Department of Auditing, Financial Management and Accounting, CBS in the programs; MBA, CMA, HD (R), HA in Accounting and Acquisition and Sale of Companies.

LANGUAGE

Danish and english: Fluent in writing and speech.

IT: Familiar with MS Office and ERP systems such as SAP, Navision, Axapta, C5, and BI systems such as Cognos.