

# Market Magazine

## Hasse Ferrold

Ambassadørernes "Ambassadør"  
The Ambassadors' "Ambassador"

**Virksomheder  
& Forretningsudvikling**  
Companies  
& Business development



**Anthony  
Flint**



**Kræn Nielsen  
X-Yachts A/S**



**HÅNDVÆRKS  
MEDALJER**

**HONORING  
CRAFTSMANSHIP**





**Ansvarshavende redaktør**  
Editor in chief  
Jesper Møller Jørgensen

# Forord

## I Danmark går det godt

Det skyldes især, at det går godt i rygraden af dansk erhvervsliv, hos ejerlederne i de mindre og mellemstore virksomheder.

Erhvervsorganisationerne har succes med at få erhvervspraktik og de nye moderne mesterlæreordninger på dagsordenen i kommunerne, dog er det primært ejerledere der går forrest.

Mange ejerledere finder sammen i alliancer. Samhandelsmæssigt og administrativt. Tilpasningsevnen er fleksibel og stor.

## Og det er nødvendigt

Bølgerne udefra kan mærkes. Mange lande er udfordret og de store globale virksomheder ligeså. Det giver forretningsmuligheder. Og med det følger ansvar. For medarbejdere, miljø og økonomi.

## Find sammen i al den samhandel

Initiativet er dit. Tiden er ikke rigtigt længere til, at vente på at andre gør det for dig.

God arbejdslyst.



**Redaktør**  
Editor  
Thorbjørn Borg Knudsen

# Foreword

## Denmark is doing well

This is primarily due to the fact that the backbone of Danish business is doing well - the owner-managers of small and medium-sized enterprises.

Business organisations have been successful in putting work experience programmes and the new modern apprenticeship schemes on the agenda in Danish municipalities, although it is primarily owner-managers who are leading the way.

Many owner-managers are joining forces in alliances - both in terms of trade and administration. Their ability to adapt is flexible and strong.

## And that is necessary

The waves from abroad can be felt. Many countries are facing challenges, and so are the major global companies. This creates business opportunities. And with those opportunities comes responsibility - towards employees, the environment and the economy.

## Find common ground through all these opportunities

The initiative is yours. The time has truly passed for waiting for others to do it for you.

Best of luck with your work.

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# Baltic Initiative Market Online + Print

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## www.balticinitiative.com

Baltic Initiative er et forum for ejerledere. Baltic Initiative Market er her vi mødes online og Baltic Initiative Market Magazine udgives digitalt og i printform.

På Baltic Initiative Market udgiver vi dagligt nyheder relevante for mindre og mellemstore virksomheder. Nyheder, som redaktionelt fokuserer på lokale og regionale forhold i Danmark, Norden og de nærmeste Østersølande.

Vi tror på en gylden fremtid for de mindre og mellemstore virksomheder. Den geopolitiske tilpasning, som alle skal forholde sig til udfordrer de store globale virksomheder dagligt, og vi tror på, at det er de mindre og mellemstore virksomheder, der skal samle op, der hvor de globale operatører giver op.

Med andre ord. Vi tror på meget høje vækstrater blandt de mindre og mellemstore virksomheder, som en kombination af der globalt kommer flere forbrugere generelt, og det bliver de mindre, der skal løfte arbejdet.

Baltic Initiative Market fungerer som et brugergenereret forum. Virksomhedsejere kan tilmelde deres virksomheder. Indrykke annoncer for samhandel, søge nye samarbejdspartnere og finde nye kunder, kombineret med, at forummet bringer nyheder om virksomhederne og deres produkter og services.

### Hvad får man?

Virksomheder kan:

- Oprette en profil
- Indrykke annoncer
- Publisere artikler

Fra 2026 udgives Baltic Initiative Market Magazine kvartalsvis.

Velkommen. Kan du lide at handle, så gør det...

Baltic Initiative is a forum for business owners. Baltic Initiative Market is where we meet online, and Baltic Initiative Market Magazine is published both digitally and in print.

On the Baltic Initiative Market platform, we publish daily news relevant to small and medium-sized enterprises. The editorial focus is on local and regional developments in Denmark, the Nordic region, and the neighbouring Baltic Sea countries.

We believe in a bright future for small and medium-sized businesses. The geopolitical adjustments everyone must navigate are challenging the large global companies every single day, and we believe it will be the smaller and medium-sized enterprises that step in where the global operators step back.

In other words, we expect very high growth rates among small and medium-sized businesses. This is driven by a growing global consumer base combined with the fact that smaller companies will increasingly be the ones that facilitates.

Baltic Initiative Market functions as a user-generated forum. Business owners can register their companies, place trade-related advertisements, search for new partners, and find new customers. At the same time, the forum publishes news about the companies and their products and services.

### What do you get?

Companies can:

- Create a profile
- Place advertisements
- Publish articles

From 2026, Baltic Initiative Market Magazine will be published quarterly.

Welcome. If you enjoy doing business, then do it...

# Til salg 2 gode erhvervsejendomme

Fuldt udlejet og begge med store uudnyttede potentialer

## Kontor

Belligenhed: Vejle

Udbudspris: DKK 40.500.000

Afkast: 7,45%

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# De fleste i det diplomatiske miljø vil kende til Hasse Ferrold

Ambassadører, diplomater, Xpats, og administrativt personale kommer og går. Det samme gør det dygtige Danske diplomatiske korps, ministerier mv.

Men ikke ambassadørernes “ambassadør”, Hasse Ferrold.

Med sit diskrete kamera har han løbende, og af egen interesse i flere årtier reporteret visuelt fra de bonede gulve.

Det foregår egentlig uden filter, men det har aldrig interesseret Hasse Ferrold at bidrage med andet end positiv tilgang og et menneskeligt fokus.

For ca. 25 år siden etablerede Hasse Ferrold ICC, International Club Copenhagen, som han har kørt uden økonomi siden. Og tag ikke fejl. ICC har med sin positivitet fået arme så lange, de nærmest favner jorden rundt. Fra nord til syd, og øst til vest.

Den 7. december 2025 beærede Dannebrogssamfundet for Danmark Hasse Ferrold med en æresfane. Det er værdigt. Værdigt for Hasse Ferrold selv, og i den grad værdigt for Dannebrogssamfundet for Danmark.

Flaget er jo det vi alle står bag. Og det skal helst bæres forrest. Og som Hasse Ferrold bemærker, kommer man sjældent forrest ved at gå i andres fodspor. Fokuserer man på det menneskelige og positive kan 1 + 1 give 3: det man selv bidrager med, det et andet menneske bidrager med og det som opstår heraf.

Tillykke til President for ICC Hasse Ferrold, tillykke til Dannebrogssamfundet for Danmark og tillykke til alle.

# Most people in the diplomatic community will know Hasse Ferrold

Ambassadors, diplomats, expats and administrative staff come and go. The same applies to the skilled Danish diplomatic corps, ministries and other institutions.

But not the “ambassador of ambassadors” - Hasse Ferrold.

With his discreet camera, he has for decades documented life visually from the most prestigious diplomatic circles, driven purely by personal interest.

His work is essentially carried out without a filter, but Hasse Ferrold has never been interested in contributing anything other than a positive perspective and a focus on the human element.

Approximately 25 years ago, Hasse Ferrold founded ICC, International Club Copenhagen, which he has managed without financial backing ever since. And make no mistake - through its positivity, ICC has reached out with arms so long that they almost embrace the entire world. From north to south and east to west.

On 7 December 2025, the Danish Flag Society for Denmark (Dannebrogssamfundet for Danmark) honoured Hasse Ferrold with an honorary flag. It is a worthy recognition. Worthy of Hasse Ferrold himself, and equally worthy of the Danish Flag Society for Denmark.

The flag is something we all stand behind. And it should ideally be carried at the forefront. As Hasse Ferrold points out, one rarely reaches the front by simply following in the footsteps of others. By focusing on the human and the positive, 1 + 1 can become 3: what you contribute yourself, what another person contributes, and what emerges from the interaction between the two.

Congratulations to ICC President Hasse Ferrold, congratulations to the Danish Flag Society for Denmark, and congratulations to everyone.





# Danske X-Yachts leverer både af kompromisløs høj kvalitet

Danmark har en lang tradition inden for produktion af sejlbåde. Denne lange tradition har gjort os særdeles dygtige, hvilket X-Yachts i Haderslev er et strålende eksempel på.

## **Når passion og arbejde går op i en højere enhed**

Da X-Yachts tilbage i 2017 skulle have ny CEO, var en af betingelserne, at vedkommende skulle have dybdegående indsigt i og passion for sejlsport. Og det fik virksomheden i den grad med CEO og medejer Kræn Nielsen. Kræn startede med optimistjollen tilbage da han var 11 år og evnerne inden for sejlsporten bragte ham i midten af 1990'erne på landsholdet, hvor han sejlede både matchrace og Soling på højeste internationale niveau.

## **6.000 X-Yachts er bygget gennem tiden**

Siden etableringen i 1979 har X-Yachts produceret omkring 6.000 sejlbåde, der idag sejler på verdenshavene. I dag bygges der mellem 40 og 60 både om året fordelt på flere modeller fra 40 til 56 fod. Skrogene produceres på virksomhedens eget værft i Polen og transporteres derefter til værftet i Haderslev, hvor bådene færdiggøres og gennemgår en omfattende kvalitetskontrol, inden de leveres til kunder over hele verden.

## **Begejstringen for havet og sejlskaden var medvirkende til Ib Kunøes køb af X-Yachts**

X-Yachts har siden 2012 været ejet af den succesfulde danske forretningsmand Ib Kunø, som selv er en passioneret sejler. Han overtog virksomheden fra de tre oprindelige grundlæggere og har videreført værftets

stærke traditioner med fokus på kvalitet og innovation. Kombinationen af langsigtet ejerskab og stor interesse for sejlsport har været med til at styrke X-Yachts' position blandt verdens førende producenter af performance-sejlbåde.

## **Man har selvtillid, når man tidligt melder ud, at man vil vinde VM og faktisk gør det!**

At X-Yachts mestrer sit håndværk, blev understreget med al tydelighed sidste år. Den nyudviklede XR41 vandt ikke blot verdensmesterskabet i ORC World Championship - Class B, men besatte også anden- og fjerdepladsen blandt 22 deltagende både. Endnu mere bemærkelsesværdigt var det, at X-Yachts allerede tidligt i udviklingsforløbet havde meldt ud, at båden var konstrueret med ét klart mål - at vinde verdensmesterskabet. Resultatet har vakt stor international opmærksomhed og cementeret værftets position blandt verdens mest respekterede yachtdesignere.

## **Kompetencerne rækker udover at designe både til det kommercielle sejlersegment**

X-Yachts har samtidig udvidet anvendelsen af sine maritime kompetencer gennem deltagelse i udviklingen af et 35 fods ubemandet overfladefartøj (USV) i samarbejde med den danske forsvarssektor. USV'en er udviklet til overvågning af danske og internationale farvande. Projektet ligger uden for virksomhedens traditionelle forretningsområde, men bygger på den samme ekspertise inden for skrogdesign, kompositmaterialer og søgenskaber.

CEO Kræn Nielsen, Foto/Photo: X-Yachts

# Danish X-Yachts delivers boats of uncompromising high quality

Denmark has a long tradition of producing sailing yachts. This strong heritage has made Danish manufacturers highly skilled, with X-Yachts in Haderslev being a prime example of Danish craftsmanship and expertise.

## **When passion and work become one**

When X-Yachts was looking for a new CEO in 2017, one of the key requirements was that the candidate should have deep insight into and a passion for sailing. The company found exactly that in CEO and co-owner Kræn Nielsen. Kræn started sailing Optimist dinghy at the age of 11, and his talent in sailing took him to the Danish national team in the mid-1990s, where he competed in match racing and Soling at the highest international level.

## **6,000 X-Yachts have been built over the years**

Since its establishment in 1979, X-Yachts has produced approximately 6,000 sailing yachts, which today are sailing across the world's oceans. Today, between 40 and 60 yachts are built annually across several models ranging from 40 to 56 feet. The hulls are produced at the company's own shipyard in Poland and then transported to the yard in Haderslev, where the yachts are completed and undergo extensive quality control before being delivered to customers worldwide.

## **A passion for the sea and sailing contributed to Ib Kunø's acquisition of X-Yachts**

Since 2012, X-Yachts has been owned by successful Danish businessman Ib Kunø, who is himself a passionate sailor. He acquired the company from the three original founders and has continued the shipyard's strong tradi-

tions with a focus on quality and innovation. The combination of long-term ownership and a deep interest in sailing has helped strengthen X-Yachts' position among the world's leading manufacturers of performance sailing yachts.

## **It takes confidence to state from the outset that your goal is to win the World Championship - and then deliver.**

That X-Yachts masters its craft was clearly demonstrated last year. The newly developed XR41 did not only win the ORC World Championship - Class B, but also secured second and fourth place among the 22 participating yachts. Even more remarkable was that X-Yachts had already announced early in the development process that the yacht had been designed with one clear objective - to win the World Championship. The result has attracted significant international attention and cemented the shipyard's position among the world's most respected yacht designers.

## **The company's expertise extends beyond designing yachts for the commercial sailing market**

At the same time, X-Yachts has expanded the use of its maritime expertise through participation in the development of a 35-foot unmanned surface vessel (USV) in cooperation with the Danish defence sector. The USV has been developed for surveillance of Danish and international waters. The project is outside the company's traditional business area but is based on the same expertise within hull design, composite materials and maritime performance.





# Århus til Århus via Gibraltar

Turen kan sejles på to måder - tur retur eller retur tur. Sydpå langs den europæiske nordsø- og atlanterhavskyst til Gibraltar og videre op i Middelhavet til Marseille, hvor det nydes med god mad og vin.

- Eller gennem Frankrigs flodsystem først og derefter det hårde stræk mod Gibraltar og nordpå langs den europæiske kyst.

## Rundturen på vandet

Du påmønstrer i Aarhus Havn og påbegynder en sejltur ud i verden mod en oplevelse for livet.

## Menneskeskabt kanal sparer tid

Kursen sættes først sydover gennem de danske farvande og gennem Kielerkanalen, der forbinder Nordsøen og Østersøen. En effektiv genvej til et større eventyr ud i Europa. Fra Kielerkanalen går turen ned langs den hollandske og belgiske kyst. Ved indsejlingen til Seinen ved Le Havre lægges masten ned, for det er umuligt at sejle under broer og gennem sluser med masten stående.

## Afslapning og nydelse

Ad Seinen ind til Paris, hvor storbyens puls opleves fra vandsiden. Derfra fortsætter sejladsen gennem Yonne- og Bourgogne-kanalen eller Marne-Saône-kanalen, inden man møder Saône-floden, som fører til Lyon. Herfra videre ad Rhône, som til sidst munder ud i Middelhavet ved Marseille, hvor masten rejses igen.

# Aarhus to Aarhus via Gibraltar

The voyage can be sailed in two ways - as a round trip or in reverse. Sailing south along the European North Sea and Atlantic coasts to Gibraltar and into the Mediterranean to Marseille, where excellent food and wine can be enjoyed - or through France's river system before taking on the challenging stretch towards Gibraltar and then heading north along the European coastline.

The circular voyage on the water.

You step aboard in the Port of Aarhus and begin a sailing adventure into the world towards a once-in-a-lifetime experience.

## A man-made canal saves time

The course is set south through Danish waters and onwards through the Kiel Canal, which connects the North Sea and the Baltic Sea. An efficient shortcut to a greater adventure through Europe. From the Kiel Canal, the journey continues down along the Dutch and Belgian coasts. Entering the River Seine at Le Havre, the mast is lowered, as it is impossible to sail beneath bridges and through locks with the mast raised.

## Relaxation and enjoyment

Following the Seine to Paris, where the pulse of the city is felt from the water. The voyage continues through either the Yonne and Burgundy Canal or the Marne-Saône Canal before reaching the Saône River, which leads

Afsted mod de Baleariske Øer, hvor havne som Palma og Ibiza giver en blanding af afslapning og livlig kultur. Derfra sejles mod vest til Gibraltarstrædet, hvor Middelhavet møder Atlanterhavet, og tidevandet igen sætter sit præg på sejladsen.

## Den knejsende klippe

Gibraltar er et britisk oversøisk territorium på den sydlige spids af den iberiske halvø og dækker et areal på blot 6,8 kvadratkilometer. Det mest markante vartegn er "The Rock of Gibraltar", der rejser sig 426 meter over havets overflade.

Efter Gibraltar venter Portugals langstrakte atlantehavskyst, hvor man møder både kraftige bølger og hyggelige havnebyer. Kursen fortsætter over Biscayen, et havområde med ry for at være krævende. Her mærker man naturens kræfter, inden man igen finder roen længere oppe ad Frankrigs kyst. En utrolig tur

Til sidst går turen forbi Belgien og Holland, inden man igen bevæger sig gennem nordeuropæiske farvande. Når Skagen rundes, venter den sidste strækning mod Aarhus Havn.

I alt cirka 3.500 sømil og på 3-4 måneder. "Sikke en tur."

to Lyon. Then along the Rhône, which reaches the Mediterranean at Marseille, where the mast is raised again. To the Balearic Islands, where ports such as Palma and Ibiza offer a combination of relaxation and vibrant culture. Then heading west to the Strait of Gibraltar, where the Mediterranean meets the Atlantic Ocean and the tides once again influence the sailing conditions.

## The towering rock

Gibraltar is a British Overseas Territory located at the southern tip of the Iberian Peninsula and covers an area of only 6.8 square kilometres. Its most prominent landmark is "The Rock of Gibraltar", which rises 426 metres tall. After Gibraltar, Portugal's long Atlantic coastline awaits, offering both powerful waves and charming harbour towns. Across the Bay of Biscay, a sea area known for its challenging conditions. Here, the forces of nature are experienced before calmer waters further north along the French coast.

## An incredible journey

Finally, the voyage passes Belgium and the Netherlands before returning through Northern European waters. After rounding Skagen, the final stretch towards the Port of Aarhus awaits.

In total approximately 3,500 nautical miles, completed over 3-4 months. What a journey.





# Dansk Søredningsselskab

En stor hyldest til de mange frivillige i Dansk Søredningsselskab.

De gør et ufatteligt stort og uselvisk stykke arbejde for at redde sejlere i nød i de indre danske farvande. Og tusind tak for det.

## Stor hjælp fra svensk side i etableringen af Dansk Søredningsselskab

Dansk Søredningsselskab blev stiftet i 2004 med det formål at styrke sikkerheden i de indre danske farvande gennem frivillige redningsberedskaber. Efter en høflig opfordring fra svensk side, som bistod mange danske sejlere, der var kommet i en nødsituation i Øresund. Svenskerne donerede en redningsbåd og en masse erfaring. Således blev Helsingør stationen grundlagt. Siden etableringen har selskabet udviklet et landsdækkende netværk af redningsstationer, der yder assistance til nødstedte fritidssejlere og andre på havet.

## 400 frivillige sørger for sikkerheden til søs i de indre danske farvande - job well done!

Dansk Søredningsselskab har omkring 400 frivillige fordelt på foreningens 14 redningsstationer. Det giver en god bemanning, hvor færdighederne blandt andet holdes ved lige gennem aktuelle redninger. Men Dansk Søredningsselskab er altid klar til at byde nye frivillige velkommen. De fleste har en eller anden tilknytning til havet/sejlerlivet, men det er ikke en nødvendighed. Det vigtigste er mentaliteten og ønsket om at gøre en frivillig indsats til gavn for nødstedte på havet. Omkring 1.000 aktioner årligt og i 30-70 af tilfældene er der tale om liv og død-situationer

## Hvert år foretages omkring 1.000 aktioner

I højsæsonen fra maj til september kan det være adskillige dagligt. Knap halvdelen vedrører både, som er kommet i situationer, som besætningen ikke selv kan løse, men der er mellem 30 og 70 redninger årligt, hvor det skønnes, at der er tale om liv og død-situationer. Sikke en betydende frivillig indsats! Danmark og de danske sejlere kan være stolte af at have en forening som Dansk Søredningsselskab.

## Årets søredning

- hvor teamwork bliver udvalgt og hædret af ligemænd Dansk Søredningsselskab stiftede sidste år prisen - Årets søredning - for yderligere at sætte fokus på det uselviske arbejde og den gode gerning, som de frivillige udfører. Hver redningsstation udvælger en redning og sender den til bedømmelse. 3 af de indsendte redninger bliver udvalgt, hvorefter de frivillige stemmer. Det er en ære at blive bedømt af ligemænd og at det er en redning og ikke en enkelt persons gerning støtter op om, at al

søredning er en holdindsats.

## Foreningen drives for donationer fra fonde og medlemmernes kontingenter

Midlerne til at drive en frivillig forening som Dansk Søredningsselskab kommer fra kontingenter fra de mange medlemmer (omkring 15.000) og fra fonde. Pengene går blandt andet til vedligeholdelse af redningsbådene og brændstof. Det er Dansk Søredningsselskabs fromme ønske, at en større andel af Danmarks 200.000 sejlere støttede op om foreningen. Det gælder om at de frivillige har de bedste forudsætninger for at udføre deres opgave - redde nødstedte mennesker på havet. Dansk Søredningsselskabs formand Steen Wintlev-Jensen udtaler, at han har den største respekt for de frivillige i foreningen, som tager ud for at hjælpe mennesker i nød, hvad enten det er nat eller vedkommende er til konfirmation i familien.

Formand/Chairman Steen Wintlev-Jensen

Foto/Photo: Dansk Søredningsselskab



# Danish Sea Rescue Society

A great tribute to the many volunteers in the Danish Sea Rescue Society.

They carry out an incredibly important and selfless effort to rescue sailors in distress in Danish coastal waters. A heartfelt thank you to all of them.

## Strong support from Sweden in the establishment of the Danish Sea Rescue Society

The Danish Sea Rescue Society was founded in 2004 with the purpose of strengthening safety in Danish waters through volunteer-based rescue services. The initiative followed a polite encouragement from Sweden, which had assisted many Danish sailors who had found themselves in emergency situations in the Øresund Strait. The Swedes donated a rescue boat and shared valuable experience. This became the foundation for the Helsingør rescue station. Since its establishment, the society has developed a nationwide network of rescue stations providing assistance to recreational sailors and others in distress at sea.

## 400 volunteers ensure safety at sea in Danish waters job well done!

The Danish Sea Rescue Society has approximately 400 volunteers distributed across the organisation's 14

rescue stations. This ensures that the rescue stations are well staffed, while volunteers continuously maintain and develop their skills through real-life rescue operations. However, the Danish Sea Rescue Society is always ready to welcome new volunteers. Most volunteers have some connection to the sea or sailing, but this is not a requirement. The most important qualities are the right mindset and the desire to make a voluntary contribution to help people in distress at sea. Around 1,000 operations annually - and in 30-70 cases it is a matter of life and death

## Every year, around 1,000 rescue operations are carried out.

During the peak season from May to September, there can be several operations every day. Nearly half involve boats that have encountered situations the crew cannot resolve themselves, but between 30 and 70 rescues annually are assessed to involve genuine life-and-death situations. What a significant voluntary contribution! Denmark and Danish sailors can be proud to have an organisation such as the Danish Sea Rescue Society.

## Rescue of the Year

- where teamwork is selected and honoured by fellow volunteers Last year, the Danish Sea Rescue Society introduced the award Rescue of the Year to further highlight the selfless work and valuable contribution made by its volunteers. Each rescue station nominates one rescue operation for consideration. Three of the submitted rescues are selected, after which the volunteers vote. Being evaluated by fellow volunteers is a great honour, and the fact that the award recognises a rescue operation rather than an individual achievement underlines that all sea rescue efforts are based on teamwork.

## The organisation is funded through donations from foundations and membership fees

The funding for a volunteer organisation such as the Danish Sea Rescue Society comes from membership fees paid by its many members (around 15,000) and from foundations. The funds are used, among other things, for maintaining rescue boats and covering fuel costs. The Danish Sea Rescue Society hopes that a larger share of Denmark's approximately 200,000 sailors will support the organisation. The goal is to ensure that the volunteers have the best possible conditions to carry out their vital mission - rescuing people in distress at sea. The chairman of the Danish Sea Rescue Society, Steen Wintlev-Jensen, states that he has the greatest respect for the organisation's volunteers, who go out to help people in need, regardless of whether it is during the night or while they are attending a family member's confirmation.





## Proper industriel opbakning

Den tidligere regering har sammen med 5 andre partier besluttet at udpege 11 nye industriparker i Danmark. Formålet er at tiltrække investeringer, skabe arbejdspladser og styrke væksten gennem bedre rammer for produktion. Oprindeligt var planen kun at etablere fem industriparker, men den endelige aftale blev udvidet markant, så flere landsdele får mulighed for at tiltrække nye virksomheder.

Industriparkerne skal gøre det hurtigere og lettere at etablere ny produktion i Danmark. Hvor lange sagsbehandlings-tider og bureaukrati tidligere har svækket konkurrence- evnen, skal de nye rammer skabe større tempo, fleksibilitet

og forudsigelighed. Målet er at styrke Danmarks position i konkurrencen om fremtidens produktionsarbejdspladser og investeringer.

De statsligt udpegede industriparker placeres i Kerteminde, Skive, Lolland, Aabenraa, Ikast-Brande, Horsens, Viborg, Næstved, Esbjerg, Aalborg og Kalundborg. Den brede geografiske fordeling skal sikre, at hele landet får gavn af satsningen, samtidig med at parkerne understøtter grøn omstilling, højteknologisk produktion og en stærkere dansk industrisektor.

Foto/Photo: AI

## Strong support for The industry

The former Danish Government, together with five other parties, has designated 11 new industrial parks across Denmark. The aim is to attract investment, create jobs and strengthen economic growth by improving conditions for manufacturing. The original plan included only five industrial parks, but the final agreement was expanded to benefit more regions.

The new industrial parks are designed to make it faster and easier to establish manufacturing facilities. By reducing lengthy approval processes and bureaucracy, the initiative

will provide greater speed, flexibility and predictability for investors. The goal is to strengthen Denmark's competitiveness and attract more manufacturing investment and industrial jobs.

The industrial parks will be located in Kerteminde, Skive, Lolland, Aabenraa, Ikast-Brande, Horsens, Viborg, Næstved, Esbjerg, Aalborg and Kalundborg. Their broad geographical distribution will help spread the benefits across the country while supporting the green transition, high-tech manufacturing and a stronger Danish industrial base.

Side 14

  
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# Center Air Pilot Academy

Går du med overvejelser om at uddanne dig til professionel pilot, vil det være fornuftigt at henvende dig til Center Air Pilot Academy i Roskilde. Selskabet er den største og førende danske udbyder af pilotuddannelsen.

## First movers på mange fronter også inden for brugen af flysimulatorer

Center Air Pilot Academy blev grundlagt i 1991 af piloterne og ægteparret Bodil Botoft Frost og Jens Kristian Frost. Fra mere beskedne rammer i start 90'erne har Center Air Pilot Academy udviklet sig til at være en af Nordeuropas største og mest innovative udbydere af professionelle pilotuddannelser. I dag består flyflåden af 11 enmotorede og 2 tomotorede træningsfly og 4 flysimulatorer. Inden for de næste 12 måneder udvides flåden med yderligere 7 enmotorede og 1 tomotoret træningsfly. Netop på flysimulationsfronten har Center Air Pilot Academy været first movers i Danmark både når det drejer sig om selve pilotuddannelsen men også med hensyn til at omskole og opkvalificere allerede uddannede piloter.

## Eleverne bliver typisk fastansat inden færdiggørelse af uddannelsen

Hos Center Air Pilot Academy strækker pilotuddannelsen sig over cirka 2 år og er en kombination af træning i fly og simulatorer, samt en ordentlig omgang teori. At de hos Center Air Pilot Academy har formået at strukturere uddannelsen optimalt samt at samle dygtige instruktører vidner det faktum, at luftfartsselskaberne typisk rekrutterer elever inden uddannelsen er færdiggjort. Det er blandt andet grundet Center Air Pilot Academy's mangeårige tætte samarbejder med adskillige store luftfartsselskaber, om elevernes faglige kvalifikationer.

## Ordentlighed er synonym med Center Air Pilot Academy - der er behov for gennemsigtighed i branchen

Noget som har gennemsyret filosofien i Center Air Pilot Academy igennem hele selskabets levetid er ordentlighed. Det seneste tiltag er et initiativ om Financial Best Practice i pilotuddannelsesbranchen, hvor Center Air

Pilot Academy advokerer for mere gennemsigtighed og ansvarlighed. Håbet er at flere aktører i luftfartsindustrien vil deltage i at forbedre forholdene for eleverne således, at de ikke utilsigtet kommer i økonomisk uføre (via store forudbetalinger) som følge af f.eks. konkurser.

## Uddannelsen er en bekostelig affære, men der er mulighed for en økonomisk håndsrækning

Også på andre punkter forsøger Center Air Pilot Academy at hjælpe sine pilotelever. Tilbage i 2009, hvor finanskrisen rasede, startede selskabet med at kautionere for elever, som ikke havde finansieringen med hjemmefra - det var ud fra deisen, at skulle have muligheden for at blive pilot. Uddannelsen koster jo over DKK



Jens Frost, Simon Frost, Anna Frost, Frederik Frost og Bodil Frost  
Foto/Photo: Center Air Pilot Academy

800.000. Senere blev denne service isoleret i selskabet CAPA Kredit, som den dag i dag aldrig har lidt et eneste tab. Bankerne er ofte klar til at overtage forpligtelsen, så snart eleverne er færdige med uddannelsen.

## Generationsskiftet er blevet gennemført og børnene sidder nu med styrepinden

Center Air Pilot Academy gennemførte et succesfuldt generationsskifte for 7 år tilbage, hvor Bodil og Jens' 3 børn gradvist har overtaget tøjlerne i selskabet. De er naturligvis alle piloter - æblet falder jo som bekendt ikke langt fra stammen. For at tilrettelægge generationsskiftet havde man eksterne rådgivere med på sidelinjen samtidigt med, at man rådførte sig med personer i netværket, som selv havde erfaringer fra generationsskifter.

# Center Air Pilot Academy

If you are considering training as a professional pilot, Center Air Pilot Academy in Roskilde is an excellent place to start. The company is Denmark's largest and leading provider of professional pilot training.

## First movers on many fronts - including the use of flight simulators

Center Air Pilot Academy was founded in 1991 by pilots and married couple Bodil Botoft Frost and Jens Kristian Frost. From modest beginnings in the early 1990s, Center Air Pilot Academy has developed into one of Northern Europe's largest and most innovative providers of professional pilot training. Today, the fleet consists of 11 single-engine and 2 twin-engine training aircraft, as

before they have completed their education. This is largely due to Center Air Pilot Academy's long-standing and close partnerships with a number of major airlines, which have great confidence in the qualifications of its graduates.

## Integrity is synonymous with Center Air Pilot Academy - the industry needs greater transparency

Integrity has been a core value at Center Air Pilot Academy throughout the company's history. The latest initiative is the promotion of Financial Best Practice within the pilot training industry, where the academy advocates greater transparency and responsibility. The aim is to encourage more aviation industry participants

to improve conditions for students, ensuring they do not unintentionally encounter financial difficulties through large advance payments, for example in the event of a training provider's bankruptcy.

## Pilot training is expensive, but financial support is available

Center Air Pilot Academy also supports its students in other ways. During the financial crisis in 2009, the academy began guaranteeing loans for students who were unable to secure financing on their own, based on the principle that qualified candidates should have the opportunity to become pilots. The training programme costs more than DKK 800,000. This

financing service was later separated into a dedicated company, CAPA Kredit, which to this day has not incurred a single loss. Banks are often willing to assume responsibility for the loans once students have completed their education.

## The generational succession has been completed - the children are now in the cockpit

Seven years ago, Center Air Pilot Academy successfully completed a generational succession, with Bodil and Jens' three children gradually taking over the leadership of the company. Unsurprisingly, they are all pilots themselves - proving that the apple does not fall far from the tree. To ensure a smooth transition, the family worked with external advisors while also seeking guidance from people within their network who had first-hand experience with generational succession.



Familien Frost/Family Frost & Anna Kjær-Thorsøe  
Foto/Photo: Center Air Pilot Academy

well as 4 flight simulators. Within the next 12 months, the fleet will be expanded with an additional 7 single-engine and 1 twin-engine training aircraft. Center Air Pilot Academy has been a first mover in Denmark in the use of flight simulators, not only in pilot training itself, but also in the conversion training and upskilling of already qualified pilots.

## Students are typically offered permanent positions before completing their training

At Center Air Pilot Academy, the pilot training programme takes approximately two years and combines practical flight training, simulator sessions and comprehensive theoretical instruction. The academy's well-structured training programme and highly skilled instructors are reflected in the fact that airlines typically recruit students



# Man kan sige meget om kaffe. PS - og det gør vi så ...

Når man skal vågne, når man skal hygge eller når man skal arbejde sent - så er kaffen ofte en velkommen følgesvend. “Gerne stærk og powerfuld.”

**Som så meget andet kommer kaffen fra Afrika og kom til resten af verden via handelsruter**  
Kaffens historie begynder i Etiopien, hvor kaffebusken ifølge legenden blev opdaget omkring det 9. århundrede, før kaffen bredte sig til Den Arabiske Halvø og senere resten af verden. I 1500- og 1600-tallet blev kaffe en populær drik i Mellemøsten og Europa, hvor de første kaffehuse opstod som samlingssteder for handel, kultur og idéudveksling. “Siden har kaffen udviklet sig til en af verdens mest handlede råvarer” og dyrkes i dag især i lande omkring ækvator.

**Vi er meget glade for stærk kaff’ i Skandinavien**  
Skandinavien har i særlig grad taget kaffen til sig, og de nordiske lande hører blandt de største kaffedrikkere i verden målt pr. indbygger. Finland ligger ofte helt i toppen med et forbrug på omkring 10-12 kg råkaffe pr. person om året, mens også Norge, Danmark og Sverige ligger blandt verdens førende kaffelande. Her er kaffen ikke blot en drik, men en fast del af kulturen – fra den daglige morgenkaffe til den sociale kaffepause, som i Danmark forbindes med hygge og fællesskab. Aromaen imens du hører “my melody” i radioen.

Foto/Photo: Al

**Den dyreste kaffe, siger du - meeeen ... splash, fortæl lige processen igen**

Når det gælder verdens dyreste kaffe, nævnes ofte Kopi Luwak fra Indonesien, hvor kaffebønnerne har passeret gennem fordøjelsessystemet hos desmerkatten palmeværerkatten, før de renses og ristes. Den særlige produktionsmetode og begrænsede tilgængelighed har gjort kaffen til et luksusprodukt, hvor priserne kan nå flere tusinde kroner pr. kilo. Der findes dog også eksklusive mikrolot-kaffer fra blandt andet Panama og Etiopien, hvor sjældne bønnesorter og ekstraordinær kvalitet kan opnå meget høje priser.

**Fremgangsmåde og råvarerne frembringer den bedste kop kaffe**

Den perfekte kop kaffe handler i sidste ende om balancen mellem råvare, brygmetode og præcision. Friskristede kvalitetsbønner, korrekt kværningsgrad, rent vand med den rette temperatur og den rigtige bryggetid er afgørende for resultatet. For mange kaffeentusiaster er den bedste kop derfor ikke nødvendigvis den dyreste, men den hvor “håndværket bagi, at bønnerne får lov” til at komme fuldt til udtryk.

# You can say a lot about coffee - and we are going to do so...

Whether you need to wake up, enjoy a cosy moment or work late into the evening, coffee is often a welcome companion. Preferably strong and powerful.

**Like so many other things, coffee originated in Africa and reached the rest of the world through trade routes**

The history of coffee begins in Ethiopia, where legend has it that the coffee plant was discovered around the 9th century, before coffee spread to the Arabian Peninsula and later to the rest of the world. During the 16th and 17th centuries, coffee became a popular beverage in the Middle East and Europe, where the first coffee houses emerged as meeting places for trade, culture and the exchange of ideas. Since then, coffee has developed into one of the world’s most traded commodities and is today primarily cultivated in countries located around the equator.

**We Scandinavians are very fond of strong coffee**

Scandinavia has embraced coffee to a remarkable degree, and the Nordic countries are among the world’s biggest coffee consumers measured per capita. Finland often ranks at the very top, with consumption of around 10-12 kg of green coffee beans per person per year, while Norway, Denmark and Sweden are also among the world’s leading coffee nations. Here, coffee is not merely a beverage but an integral part of the culture - from the daily morning coffee to the social coffee break, which in

Denmark is closely associated with hygge and togetherness. The aroma filling the room while you listen to My Melody on the radio.

**The world’s most expensive coffee, you say - but wait... tell us the process again**

When it comes to the world’s most expensive coffee, Kopi Luwak from Indonesia is often mentioned. The coffee beans have passed through the digestive system of the Asian palm civet before being cleaned and roasted. This unusual production method and limited availability have made this particular coffee a luxury product, with prices reaching several thousand Danish kroner per kilo. However, there are also exclusive micro-lot coffees from countries such as Panama and Ethiopia, where rare coffee varieties and exceptional quality can command very high prices.

**The process and the raw materials create the best cup of coffee**

Ultimately, the perfect cup of coffee is about the balance between the raw material, the brewing method and precision. Freshly roasted quality beans, the correct grind size, clean water at the right temperature and the proper brewing time are all essential for the final result. For many coffee enthusiasts, the best cup is therefore not necessarily the most expensive one, but the one where “the craftsmanship behind the process allows the bean to fully express itself.”





# Aromateknik servicerer virksomhedernes næst vigtigste maskine - kaffemaskinen!

Mange virksomheder har fået lavet en turnaround med assistance fra Claus Rosenfeldt. I året da Danmark vandt EM i fodbold i 1992 begyndte Claus Rosenfeldt at interessere sig for at erhverve selskaber, der havde behov for en hjælpende hånd og nye ejere, og hvor der samtidigt kunne laves en turnaround. Her fik Claus Rosenfeldt god brug for sine kompetencer fra bankverdenen, hvor han tidligere var uddannet. Mange virksomheder, primært inden for handel og produktion, har i tidens løb været forbi Claus Rosenfeldt.

## Et klogt valg at sælge og servicere kaffemaskiner i verdens mest kaffedrikkende region

Siden 2012 har Claus Rosenfeldt blandt andre drevet servicevirksomheden Aromateknik, der sælger og servicerer kaffemaskiner på blandt andet kontorer, caféer og hoteller. Aromateknik beskæftiger 9 ansatte, hvoraf 7 servicekonsulenter kører land og rige rundt, for at servicere kaffemaskinerne. Der er også lidt kunder i Sverige og Norge. Et klogt valg af lande, da de alle er i top-5 over verdens mest kaffetørstige lande.

## Lige meget hvilken type virksomhed det er, så er kaffen nødvendig

Om du er i en produktionsvirksomhed i Jylland eller på de bonede gulve i København, så er kaffe på arbejdspladsen nærmest at betragte som en menneskeret - virksomheds- eller medarbejderbetalt, adgangen til den varme mørke væske er et must. Intet kan dæmpe den

overordnede trang. Selv ikke de galopperende kaffepreiser har sat en stopper for efterspørgslen. Kaffemærket eller -bønnen blev måske udskiftet, men ikke den umiddelbare mængde. Maskiner skulle stadig serviceret!

## En tysk husmor opfandt papirkaffefilteret og grundlaget for Melitta-koncernen var skabt

Meget er sket siden den tyske husmor Melitta Bentz opfandt det første moderne papirkaffefilter - opfindelsen blev patenteret i 1908. Mere end 100 år er gået og Melitta-koncernens kaffemaskiner bliver mere og mere avancerede. Den teknologiske udvikling inden for kaffemaskiner gør, at medarbejderne 3 til 4 gange om året skal på kursus i serviceringen af kaffemaskinerne. Dette foregår i virksomhedens lokaler i Roskilde.

## Højt serviceniveau og dedikerede medarbejdere sikrer et bredt kundekreds

Bag virksomhedens brede kundekreds ligger en enkel filosofi: Kaffeløsninger skal fungere hver dag - der findes jo næsten ikke noget værre for en virksomhed end et nedbrud i kaffeforsyningssikkerheden! Med fokus på driftssikkerhed, effektiv brygøkonomi, erfarne service-medarbejdere og konkurrencedygtige serviceordninger har Aromateknik A/S skabt et solidt fundament for langvarige kunderelationer. En kundekreds der bare vokser baseret på Aromatekniks høje serviceniveau og dedikerede servicekonsulenter.

# Aromateknik services companies' second most important machine - the coffee machine!

Many companies have undergone a turnaround with assistance from Claus Rosenfeldt. In the year when Denmark won the European Football Championship in 1992, Claus Rosenfeldt began taking an interest in acquiring companies that needed a helping hand and a new owner, where a successful turnaround could be achieved. Here, Claus Rosenfeldt made good use of his skills from the banking sector, where he was previously trained. Over the years, many companies - primarily within trading and manufacturing - have passed through Claus Rosenfeldt's hands.

## A wise choice to sell and service coffee machines in the world's most coffee-loving region

Since 2012, Claus Rosenfeldt has, among other activities, operated the service company Aromateknik, which sells and services coffee machines for offices, cafés and hotels. Aromateknik employs nine people, seven of whom are service consultants travelling throughout Denmark to maintain and repair coffee machines. In addition, the company also has a number of customers in Sweden and Norway. A wise choice of markets, as all three countries rank among the top five most coffee-consuming countries in the world.

## Regardless of the type of company, coffee remains essential

Whether you work in a manufacturing company in Jutland or in the corporate offices of Copenhagen, coffee at the workplace is almost considered a basic necessity. Whether paid for by the company or the employees themselves, access to the hot, dark beverage is a must.

Nothing seems to reduce the overall demand - not even the steep increase in coffee prices. The coffee brand or type of beans may have changed, but not the overall consumption and the machines still require servicing.

## A German housewife invented the paper coffee filter and laid the foundation for the Melitta Group

Much has happened since the German housewife Melitta Bentz invented the first modern paper coffee filter - an invention that was patented in 1908. More than 100 years have passed, and the coffee machines produced by the Melitta Group have become increasingly advanced. The technological development within coffee machines means that employees must attend training courses three to four times a year to stay updated on servicing the equipment. The training takes place at the company's facilities in Roskilde.

## High service levels and dedicated employees ensure a broad customer base

Behind the company's broad customer base lies a simple philosophy: Coffee solutions must work every day - as there are few things more frustrating for a company than a breakdown in coffee availability. With a focus on operational reliability, efficient brewing economics, experienced service employees and competitive service agreements, Aromateknik A/S has created a strong foundation for long-term customer relationships. A customer base that continues to grow, driven by Aromateknik's high service standards and dedicated service consultants.

Nedenfor/below: CEO Claus Rosenfeldt  
Foto/Photo: Aromateknik





# Chokoladeværkstedet Jota A/S - Et håndværk i særklasse

Håndværket sættes virkelig i centrum hos Chokoladeværkstedet Jota - her er alle produkter, fra flødebollerne til de fyldte chokolader, håndlavet.

Det var ikke meningen men chokoladen blev deres liv  
Det var ikke skrevet i stjernerne, at søskendeparret Christian og Tina Bahr skulle overtage en chokoladefabrik. Men det gjorde de i sommeren 1984. Christian er uddannet bager og konditor og Tina er inden for handel og kontor. Gennem deres onkel, som havde en chokoladeforretning, blev de gjort opmærksom på, at ejeren af Jota Chokolade gerne ville generationsskifte. Christian kom så at sige i mesterlære hos den tidligere ejer i et år for at vise sig værdig til at overtage virksomheden. Al viden blev overdraget mundtligt og gennem arbejdet.

## Fra København NV til Nordsjælland åbnede op for salg til private

Chokoladeværkstedet Jota har eksisteret siden slut 1930'erne og lå de første mange år i København NV. Men da ejendommen i slut 00'erne skulle saneres besluttede man at flytte produktionen til Nordsjælland og valget faldt på Gilleleje, hvor man både fik en produktion og en butik, så private også kunne købe deres håndlavede chokoladeprodukter. Alle de gamle specialfremstillede maskiner fra chokolade-tempereringsmaskinen til røremaskinen kom med og de fleste er stadig i brug, da man vedligeholder og servicerer maskinerne eksemplarisk.

## Alle chokolader er håndlavet og variationen er omfangsrig

Sortimentet spænder vidt og ALT er håndlavet. Fra fyldte chokolader over chokoladestænger, påskeæg til flødeboller. Og inden for hver kategorier er variationen af fyldet og chokoladetype omfangsrigt. Kunderne spænder fra virksomheder, der giver medarbejdere eller klienter julegaver, over restaurationer og caféer til private, som mangler en lækker værtindegave eller bare ønsker at forkæle sig selv med det ypperligste inden for chokoladehåndværket.

## 50.000 fyldte påskeæg er mange - især når hver enkelt er håndrullet

Der produceres flødeboller, fyldte chokolader og chokoladestænger året rundt, men der er også sæsonvarer. Blandt andet op til påske støbes der store påskeægsskaller, som bliver fyldt op med diverse håndlavede lækkerier, men der håndrulles også 50.000 mindre fyldte påskeæg. Det var 50.000 håndrullede!! Som man siger



Ovenfor fra venstre/Above from left: Christian og Tina Bahr  
Foto/Photo: Chokoladeværkstedet Jota

- øvelse gør mester. Og julen er blandt andet til chokoladeovertrukne marcipanjuletræer, -hjerter og kandiserede frugter. What's not to like.

## Der udvikles og produceres specialchokolader som komplementerer andre produkter

Christians forståelse for chokolade er ekseptionel. En viden og et håndlag, som er oparbejdet gennem årtier, gør, at Chokoladeværkstedet Jota er i stand til at udvikle og producere chokolader, der er nøje afstemt med andre virksomheders produkter. Det kunne for eksempel være, at en forhandler/producent af en alkoholisk drikkevare ønsker en specialfremstillet chokolade, hvor produkterne komplementerer hinanden perfekt og derved skabe en stærkere samlende løsning.

Ræk ud efter et stykke håndlavet kvalitetschokolade - du vil ikke fortryde det!

# Chokoladeværkstedet Jota A/S - Quality & craftsmanship

district. When the original premises were scheduled for redevelopment in the late 2000s, production was relocated to Gilleleje in North Zealand. The move also made it possible to open a retail shop, allowing private customers to purchase the company's handmade chocolates directly. All of the original custom-built equipment - from the chocolate tempering machine to the industrial mixers - was moved as well, and most of it remains in daily operation thanks to meticulous maintenance and care.

## Every chocolate is handmade and the selection is extensive

The product range is remarkably broad, and every single item is handmade. It includes filled chocolates, chocolate bars, Easter eggs and chocolate-coated marshmallow treats, with an impressive variety of fillings and chocolate types within each category. Customers range from companies purchasing corporate gifts for employees and clients to restaurants, cafés and private consumers looking for the perfect hostess gift or simply wishing to indulge in exceptional artisanal chocolate.

## Fifty thousand filled Easter eggs - each one rolled by hand

Chocolate-coated marshmallow treats, filled chocolates and chocolate bars are produced throughout the year, while seasonal specialties remain an important part of the business. Before Easter, large chocolate egg shells are moulded and filled with a selection of handmade delicacies. In addition, around 50,000 smaller filled Easter eggs are individually rolled by hand every year. As the saying goes, practice makes perfect. Christmas brings its own traditions, including chocolate-coated marzipan Christmas trees and hearts, along with beautifully candied fruits. What's not to like?

## Developing bespoke chocolates that perfectly complement other products

Christian's understanding of chocolate is exceptional. Decades of experience and craftsmanship enable Chokoladeværkstedet Jota to develop bespoke chocolates that are carefully matched with other companies' products. A producer or distributor of premium alcoholic beverages, for example, may commission a custom-made chocolate designed to complement the flavour profile of a particular spirit, wine or liqueur, creating a distinctive and perfectly balanced product combination. Reach for a piece of handmade quality chocolate - you won't regret it!

## The move from Copenhagen to North Zealand opened the doors to private customers

Chokoladeværkstedet Jota dates back to the late 1930s and spent many decades in Copenhagen's north-west



# Kunstudstilling i Mølholm kirkes sognehus

## Den årligt tilbagevendende kunstudstilling i Mølholm Kirkes sognehus er vel overstået.

Udstillingen har til ferniseringen lørdag den 28. marts og i påskedagene været besøgt af over 300 interesserede gæster. Mange har som fast "nem" påsketradition at skulle et smut forbi udstillingen for at se, hvilke kunstnere som nu er blevet valgt.

## Mølholm Kirke Sogn & kunstsale

Tradition med påsekunstudstillingen blev startet tilbage i 1993 - året efter opførelsen af Mølholm Sognehus. Da sognehuset stod færdigt, blev det hurtigt klart, at de smukke rammer også egner sig til kunstudstillinger. Vi er stolte af, at maleren Albert Bertelsen har givet stedet kælenavnet - "Det lille Louisiana".

## Rammerne for en 'selective' kunstudstilling i Mølholm Kirkes sognehus er fantastiske

"Det syngjorde De godt! Begge kunstnere har været

yderst tilfredse med at udstille deres kunst i Mølholm Kirkes sognehus." Billedkunstner Signe Carlsen udtaler - Samarbejdet med kunstudvalget har forløbet upåklage- ligt og rammerne for udstillingen har været noget af det bedste, som jeg har oplevet. Keramiker Dorit Knudsen istemmer, at lysindfaldet i rummet er noget så fantastisk.

## Jagten på kunst til næste kunstudstilling er påny skudt i gang

Nu har kunstudvalget så småt begyndt processen med at finde kunstnere til næste års kunstudstilling. "Det bliver igen en spændende og interessant rejse, hvor der skal besøges mange byudstillinger og kunstnere". Kunstud- valget glæder sig allerede til at præsentere de endnu ukendte kunstnere til næste års fernisering lørdag den 20. marts 2027.

# Art exhibition at Møholm Church's parish hall

## The annually recurring art exhibition in the parish hall of Mølholm Church has now successfully concluded.

The exhibition, including the opening reception on Saturday 28 March and throughout the Easter holidays, was visited by more than 300 interested guests. Many have made it a regular Easter tradition to stop by the exhibition to see which artists have been selected this year.

## Mølholm Church parish & art spaces

The tradition of the Easter art exhibition began in 1993, the year after the construction of Mølholm Parish Hall. When the parish hall was completed, it quickly became clear that the beautiful facilities were also well suited for art exhibitions. The parish is proud that the painter Albert Bertelsen gave the venue the nickname - The little Louisiana.

## The setting for a 'selective' art exhibition in Mølholm Church parish hall is fantastic

You did a great job! Both artists were extremely satisfied with exhibiting their art in Mølholm Church parish hall - Visual artist Signe Carlsen states that cooperation with the art committee went smoothly and that the exhibition facilities were among the best she has experienced. Ceramic artist Dorit Knudsen agrees, adding that the natural light in the room is truly fantastic.

## The search for art for the next exhibition has begun again

The art committee has now started the process of finding artists for next year's exhibition. It will once again be an exciting and interesting journey, where many gallery visits and meetings with artists are planned. The committee is already looking forward to presenting the still-unknown artists at next year's opening reception on Saturday 20 March 2027.

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# ACN Sikring ApS - Landsdækkende tillidssag

Sikring er en tillidssag, og baseret på ACN Sikrings kundetilgang kan man ikke andet end have tillid til ACN Sikring og deres grundige arbejde.

## **Snart 20-års jubilæum og det går hurtigere end nogensinde**

ACN Sikring kan senere i år fejre sit 20-års jubilæum. Virksomheden er i sin tid blevet grundlagt af Niels Larsen, som i dag deler direktørposten med den anden hovedaktionær Leo Hundal. Efter endt uddannelse som elektriker, i midt 00'erne, startede Leo med at arbejde med forskellige aspekter af alarm/sikringsindustrien. Da han kom til ACN Sikring i 2009 var der 4 ansatte. Dette er i dag vokset til 15 ansatte.

## **Leveringsdygtige inden for en bred vifte af sikringsudstyr til både erhverv og private**

ACN Sikring er landsdækkende og leverer et bredt sortiment af sikringsløsninger til både erhverv og private - det spænder fra alarmsystemer over videoovervågning til adgangskontrol. Hovedvægten er på erhvervskunder og de største forretningsområder er videoovervågning og elektronisk adgangskontrol - områder, som blandt andet er i vækst som følge af den nuværende geopolitiske situation.

## **Generationsskiftet er så godt og vel sikret i tide**

ACN Sikring er en foregangsvirksomhed, når talen kommer på generationsskifte. Her er der ikke bare tale om et generationsskifte, men i princippet 2. Leo Hundal købte sig ind i virksomheden tilbage i 2017 og har efterfølgende erhvervet en større andel. I starten af 2026 blev Mark Schaumann Stendorf medejer. Han var i øvrigt virksomhedens første lærling. Ejerkredsen er således i 60'erne, 40'erne og 20'erne. En overordentlig flot planlagt kontinuitet - well done.

## **Kunder i fokus og en aftale er en aftale**

Virksomhedens fundament bygger på, at de er tilgængelige, tæt på, de tager telefonen, når man ringer, men mest af alt, at en aftale er en aftale. Det er grundlaget for væksten i virksomheden og sådan vil det også være fremover. Vagttелефonen bliver svaret 24/7, hvis et problem opstår. Virksomheden har en dedikeret og loyal medarbejderstab og sørger selv for udklækningen af nye medarbejdere - der er i øjeblikket to lærlinge. ACN Sikring er fornylig blevet ISO 9001 certificeret inden for AIA- og TVO-anlæg, hvilket stadfæster deres fokus på kvalitet, processer og god kundepleje.



Fra venstre/from left: Mark Schaumann Stendorf,  
Niels Larsen og Leo Hundal.  
Foto/Photo: ACN Sikring

# ACN Sikring ApS - Trust is the foundation

Security is a matter of trust, and based on ACN Sikring's approach to its customers, there is every reason to have confidence in ACN Sikring and the company's thorough and professional work.

## **Almost 20-year anniversary - and business is growing faster than ever**

ACN Sikring will celebrate its 20-year anniversary later this year. The company was originally founded by Niels Larsen, who today shares the position of CEO with fellow main shareholder Leo Hundal. After completing his electrician training in the mid-2000s, Leo began working with various aspects of the alarm and security industry. When he joined ACN Sikring in 2009, the company had four employees. Today, this number has grown to 15 employees.

## **A broad range of security solutions for both businesses and private customers**

ACN Sikring operates nationwide and provides a wide range of security solutions for both businesses and private customers - including alarm systems, video surveillance and access control solutions. The main focus is on business customers, with the largest business areas being video surveillance and electronic access control - areas that are experiencing growth, partly due to the current geopolitical situation.

## **The succession plan is well secured in good time**

ACN Sikring is a role model when it comes to generational succession. In this case, it is not just one succession process, but effectively two. Leo Hundal became a shareholder in the company in 2017 and has since acquired a larger ownership stake. At the beginning of 2026, Mark Schaumann Stendorf became co-owner. He was also the company's first apprentice. The ownership group now represents three generations - people in their 60s, 40s and 20s. A remarkably well-planned succession strategy - well done.

## **Customers come first - and a promise is a promise**

The company's foundation is built on being available, staying close to customers, answering the phone when customers call, and above all ensuring that a promise is a promise. This approach has been the foundation for the company's growth and will continue to be so in the future. The emergency service phone is answered 24/7 whenever a problem occurs. The company has a dedicated and loyal team of employees and develops new talent internally - currently with two apprentices. ACN Sikring has recently achieved ISO 9001 certification within AIA and TVO systems, confirming the company's strong focus on quality, processes and excellent customer service.



# BRICA SIKRING A/S

## - Sikring af enhver type virksomhed

Det er ikke løgn, når man siger, at tiden flyver. Næste år kan Brica Sikring holde 25-års jubilæum.

### **Carstens liv er blevet formet af, at der lå en låsesmed ved siden af faderens arbejde**

Interessen for teknisk startede i en ung alder, hvor Carsten Roed Øvre var med sin far på arbejde i den tekniske afdeling i det daværende IRMA. Ved siden af lå der en låsesmedsbutik og her opstod interessen for mekanik for alvor. Carsten kom i lære som låsesmed som 15-16-årig og efter endt læretid arbejdede Carsten hos forskellige låsesmede, inden ønsket om egen forretning blev realiseret i 2001.

### **Generationsskifte i anden potens - far til søn og mor til Patricks kæreste**

Generationsskiftet er sat i gang. Sønnen Patrick bragte det selv på banen og købte sig ind i virksomheden for omtrent 3 år siden og hvis alt går som planlagt, så vil generationsskiftet være tilendebragt om cirka 4 år, hvor Patrick vil overtage den daglige ledelse og Carsten vil træde i baggrunden, måske endda lade sig pensionere. Allerede nu nyder Carsten frugterne af det hårde arbejde og de lange dage tidligere i virksomhedens historie, da han har fri-onsdage, hvis det altså flasker sig. Carstens hustru Britt varetager det administrative arbejde og her er der også et generationsskifte i gang - Patricks kæreste er i færd med at blive lært op af Britt.

### **Hovedfokus er på installation og service af elektronisk sikringsløsninger**

Brica Sikring har specialiseret sig i tyverisikring til erhvervskunder med fokus på elektronisk sikring, mekanisk sikring og sikkerhedsdøre. Den elektroniske sikring udgør omkring 60 pct. af virksomhedens aktiviteter og

afspejler den stigende efterspørgsel efter intelligente sikkerhedsløsninger. Med syv medarbejdere og primært arbejdsområde i Storkøbenhavn leverer virksomheden både nye installationer og service i en ligelig fordeling.

### **Brica Sikrings høje faglige niveau har lagt kimen til mange langvarige partnerskaber**

Virksomheden samarbejder tæt med entreprenører, der har behov for at sikre nye bygninger mod indbrud og tyveri efter bygherrens anvisninger. Samtidig har Brica Sikring gennem mange år opbygget stærke partnerskaber med flere sikringsproducenter, som værdsætter virksomhedens høje faglige niveau og pålidelige leverancer. Brica Sikring påtager sig gerne større projekter og har gennem årene leveret sikringsløsninger til nogle af Danmarks største virksomheder.

### **Sætter en ære i at være på forkant med den teknologiske udvikling**

En af Brica Sikrings store styrker er evnen til at følge den teknologiske udvikling og omsætte den til praktiske løsninger for kunderne. Det er kun blevet forstærket, efter Patrick er kommet med ombord med sin specialiserede viden inden for elektronisk sikring. Kombinationen af solidt håndværk, stor erfaring og evnen til at finde løsninger, hvor andre må give op, har gjort Brica Sikring til en efterspurgt samarbejdspartner for virksomheder, der ønsker høj sikkerhed og professionel rådgivning.

# BRICA SIKRING A/S

## - Security solutions for all business

Time really does fly. Next year, Brica Sikring will celebrate its 25th anniversary.

### **Carsten's career was shaped by the locksmith next door to his father's workplace**

Carsten Roed Øvre developed an interest in technology at an early age while accompanying his father to work in the technical department of the former IRMA supermarket chain. Next door was a locksmith's workshop, where his fascination with mechanics truly began. Carsten started his apprenticeship as a locksmith at the age of 15 or 16, and after completing his training, he worked for several locksmith companies before fulfilling his ambition of starting his own business in 2001.

### **Generational succession squared - from father to son and from mother to Patrick's girlfriend**

The company's generational succession is already well underway. It was Patrick, Carsten's son, who first suggested the idea and acquired an ownership stake in the company approximately three years ago. If everything goes according to plan, the succession process will be completed in around four years, when Patrick will assume day-to-day management and Carsten will step back - perhaps even retire. Carsten is already enjoying some of the rewards of many years of hard work and long working days, as he now tries to keep Wednesdays free whenever possible. Carsten's wife, Britt, is responsible for the company's administrative functions, where another succession process is taking place, as Patrick's girlfriend is currently being trained by Britt.

### **The primary focus is on the installation and servicing of electronic security solutions**

Brica Sikring specialises in security solutions for commercial customers, with a focus on electronic security systems, mechanical security and security doors. Electronic security accounts for approximately 60% of the company's activities, reflecting the growing demand for intelligent security solutions. With seven employees and Greater Copenhagen as its primary market, the company provides both new installations and service assignments in roughly equal proportions.

### **A high level of professional expertise has laid the foundation for many long-term partnerships**

The company works closely with contractors requiring security solutions for new buildings to protect them against burglary and theft in accordance with the developers' specifications. Over the years, Brica Sikring has also built strong partnerships with several security equipment manufacturers, who value the company's high level of expertise and reliable deliveries. Brica Sikring is happy to undertake larger projects and has supplied security solutions to some of Denmark's largest companies.

### **Taking pride in staying ahead of technological developments**

One of Brica Sikring's greatest strengths is its ability to keep pace with technological developments and translate them into practical solutions for customers. This capability has become even stronger since Patrick joined the company with his specialised expertise in electronic security systems. The combination of solid craftsmanship, extensive experience and the ability to find solutions where others give up has made Brica Sikring a highly valued partner for companies seeking high levels of security and professional advice.

Fra venstre/from left:  
Carsten Roed Øvre, Patrick Roed Øvre,  
Britt Roed Øvre og Emilie Birkstrøm Pedersen  
Foto/Photo: Brica Sikring





# Anthony Flint, førsteviolinisten med nødtelefonen



Anthony Flint



Carlo Testore,  
1712



Breccian,  
start 1700

Tiden var knap - førsteviolinisten fra Odense Symfoniorkester havde to dage før en storstilet koncert, for cirka 10 år siden, beskadiget fingrene. Cirka 1.000 forventningsfulde koncertgængere havde indløst billet til koncerten, hvor man skulle opføre orkesterkoncerten Metamorfoser af Richard Strauss - ofte omtalt som studie for 23 solostrygere. Hvad skulle man gøre?

Hjælpen kom via netværk fra London. Her boede Maestro James Loughran, som tidligere havde været chefdirigent ved Aarhus Symfoniorkester. Han oplyste, at han kendte den rette mand til opgaven - koncertmesteren Anthony Flint. Anthony var heldigvis villig til at indtræde i symfoniorkesteret og dermed sikre koncertens gennemførelse i Odense.

Anthony Flint boede i Ticino i Schweiz og dirigenten fra Odense Symfoniorkester ville booke en flybillet til ham. Men han takkede nej til flybilletten. Han ville hellere selv køre, så han satte sig ind i sin Mercedes AMG og kørte om natten op gennem Tyskland på den tyske autobahn med 230 km/t på de strækninger, hvor der ingen hastighedsbegrænsninger var. Anthony ankom om formiddagen til Odense med sin violin, sov 2 til 3 timer og mødte frisk op til generalprøven. Selve koncerten blev en succes - ikke mindst takket være Anthony redningsaktion.

## Hvem er Anthony Flint?

Han blev født i London i starten af 1950'erne. Ind i en meget musikalsk familie som gennem generationer

havde opfostret mange musikere og komponister. Evnen for musik arvede Anthony og violinen blev hans instrument. Familien flyttede til Canada og musikstudierne foregik derfor i Canada og USA, hvor han afsluttede sin uddannelse med højeste udmærkelse. Den professionelle karriere startede allerede i studietiden, hvor Anthony spillede i et berømt symfoniorkester i Italien.

I 1988 vandt han audition for at blive Konzertmeister for Orchestra della Svizzera Italiana i Lugano, Schweiz, hvor han var frem til 2012. I dag påtager Anthony sig de professionelle opgaver, hvor lysten er størst. Ved siden af det professionelle ynder han nu at bringe musikken ud til de mennesker, som ikke umiddelbart har mulighed for at komme til koncerter. Han tager sammen med sin faste pianist ud til plejehjem i lokalområdet og spiller for beboerne.

Musikken har ikke været Anthony Flints eneste passion - han er formentlig verdens eneste førsteviolinist med racerlicens. Biler og racing har betydet meget for Anthony Flint. Han har ejet 90 forskellige biler gennem sit liv - blandt andet VW, Lancia, Pontiac, Jaguar, BMW og Mercedes! Interessen blev vakt i Toronto, Canada hos den tidligere nabo, som var professionel racerkører for Alfa Romeo i Canada. Så når der ikke blev øvet violin, var hovedet i motorrummet og fingrene smurt ind i olie. Det startede med gokart og banekørsel, men senere kom interessen for rally til.

# Anthony Flint, the concertmaster with the emergency hotline

Time was running out. Two days before a major concert, about ten years ago, the concertmaster of the Odense Symphony Orchestra had injured his fingers. Around 1,000 eager concertgoers had already bought tickets for the performance, which was to feature the orchestral work Metamorphosen by Richard Strauss, often described as Study for 23 Solo Strings. What was to be done?

Help came from London. Here lived Maestro James Loughran, former chief conductor of the Aarhus Symphony Orchestra. He said that he knew the right man for the task - the concertmaster Anthony Flint. Fortunately, Anthony was willing to step in, thereby ensuring that the concert in Odense could go ahead.

At the time, Anthony Flint lived in Ticino, Switzerland, and the conductor of the Odense Symphony Orchestra offered to book a flight for him. But Flint declined. He preferred to drive himself, so he got into his Mercedes AMG and drove overnight through Germany on the autobahn at speeds of up to 230 km/h on stretches with no speed limit. He arrived in Odense late in the morning with his violin, slept for two to three hours, and then turned up fresh and ready for the dress rehearsal. The concert itself was a great success - not least thanks to Anthony Flint's dramatic rescue mission.

## Who is Anthony Flint?

He was born in London in the early 1950s to a highly musical family that had produced musicians and compo-

sers for generations. The gift of music had Anthony inherited and the violin became his instrument. After the family moved to Canada, he continued his music studies in Canada and the United States, graduating with the highest distinction. His professional career began while he was still a student, when he joined a famous symphony orchestra in Italy.

In 1988, he won audition for Konzertmeister of the Orchestra della Svizzera Italiana in Lugano, Switzerland where he worked until 2012. Today, Anthony chooses professional engagements according to interest and inspiration. In addition, he now devotes much of his time to bringing music to people who are unable to attend concerts. Together with his regular pianist, he visits nursing homes in his local area, performing classical music for the residents.

Music has not been Anthony Flint's only passion. He is probably the world's only concertmaster to hold a racing licence. Cars and motor racing have played a major role in his life, and he has owned no fewer than 90 different cars, including Volkswagen, Lancia, Pontiac, Jaguar, BMW, and Mercedes. His interest was sparked in Toronto by a former neighbour who was a professional racing driver for Alfa Romeo in Canada. So when he was not practising the violin, his head was under the bonnet, and his fingers were covered in engine oil. It began with go-karting and track racing, later developing into a passion for rally driving.





# Fra 1. januar 2026 kan selskaber overdrages skattefrit til medarbejderne

Ny lovgivning gør det muligt for virksomhedsejere at overdrage deres virksomhed til medarbejderne med skattemæssig succession

## Medarbejderes rating sidestilles med familie-medlemmer og nærtstående medarbejdere

Den 1. januar 2026 trådte nye regler i kraft, som gør det muligt for "en part virksomhedsejer at overdrage sit anpartsselskab (ApS) eller aktieselskab (A/S)" til medarbejderne, uden at blive beskattet af købesummen. Dermed sidestilles overdragelse til medarbejdere med overdragelse af virksomheder til familiemedlemmer, nærtstående medarbejdere og erhvervsdrivende fonde.

## Ingen beskatning (extermination) af avancen på kapitalandele

Det betyder, at virksomhedsejere kan overdrage deres virksomhed (ApS eller A/S) til medarbejderne via en medarbejderejervirksomhed, uden at blive beskattet af avancen på kapitalandelene. Den medarbejderejervirksomhed skal være et andelsselskab med begrænset ansvar (A.M.B.A.) eller en forening med begrænset ansvar (F.M.B.A.).

Rigtig mange virksomhedsejere står over for at skulle overdrage deres virksomhed inden for en årrække. Mange kommer for sent i gang med generationsskiftet, hvilket medfører risiko for lukning og dermed tab af arbejdspladser.

## Fremtidige overskud & tab kan benyttes som finansiering

De nye regler bidrager således til at løse den store generationsskifteudfordring en række virksomheder står overfor ved at mindske de skattemæssige barrierer for oprettelsen af medarbejderejede virksomheder. Samtidig kan finansieringen af købet ske med kommende års overskud i den virksomhed, som medarbejderne er ansat i.

En række betingelser være opfyldt, bl.a. skal der overdrages mere end en tredjedel af virksomheden, ligesom der skal det være tale om en generel medarbejderordning, hvor alle "medarbejdere som udgangspunkt har mulighed for at indtræde som deltager & eje virksomheden på demokratisk vis 1 stemme i lag pr. deltager."

# From 1 January 2026, companies can be sold to employees free of tax

New legislation makes it possible for business owners to sell their company to employees with tax succession.

## Employees' status is placed on an equal footing with family members and closely related parties.

From 1 January 2026, new rules enter into force allowing a sole business owner to sell their private limited company (ApS) or public limited company (A/S) to employees without being taxed on the purchase price. As a result, transfers to employees are treated in the same way as transfers to family members, closely related employees and commercial foundations.

## No taxation (exemption) of capital gains on shares

This means that business owners can sell their company (ApS or A/S) to employees through an employee-owned enterprise without being taxed on the capital gains from the shares. The employee-owned enterprise must be organised as a cooperative with limited liability (A.M.B.A.)

or an association with limited liability (F.M.B.A.). A large number of business owners are facing the need to sell their company within the coming years. Many start the generational succession too late, which increases the risk of closure and the loss of jobs.

## Future profits and losses can be used as financing

The new rules therefore help address the major generational succession challenge facing many companies by reducing the tax barriers to establishing employee-owned businesses. At the same time, the acquisition can be financed through future profits generated by the company in which the employees work.

A number of conditions must be met. Among other things, more than one third of the company must be sold, and the arrangement must be a general employee scheme in which, as a rule, all employees have the opportunity to join as participants and own the company on a democratic basis, with one vote per participant.

Foto/Photo: AI



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# CBN Finance & Consult er et livsværk med køb og salg af virksomheder

Bag succesen er, at faglighed og ordentlighed har banet vejen for de gode resultater.

## **De små og mellemstore danske virksomheder står med en monumental udfordring**

Det danske SMV segment står overfor en monumental udfordring - antallet af generationsskifte-modne virksomheder. I følge analyser fra blandt andet Copenhagen Business School ligger tallet på 60-70.000 virksomheder, som inden for en overskuelig horisont (3-5 år), har behov for en ny ejer. Det er inden for dette segment, at Carsten Birk Nielsen gennem mere end 35 år har tilbudt sin service og ekspertise.

## **Carsten skiftede bankens trygge rammer ud med rollen som selvstændig rådgiver**

Efter at have gjort karriere inden for banksektoren i 1970-80'erne besluttede Carsten Birk Nielsen, at tiden var moden til, at han, i 1990, startede egen rådgivningsvirksomhed, CBN Finance & Consult, inden for økonomi og virksomhedsoverdragelse. Klienterne kom i begyndelsen fra netværket af tidligere bankkunder, som kendte til Carsten Birk Nielsens faglighed og kompetencer. Senere kom klienterne på baggrund af de resultater, som CBN Finance & Consult leverede.

## **Mange virksomheder er blevet rådgivet i tidens løb og bestyrelsesarbejdet foregår stadig**

I dag sidder Carsten Birk Nielsen, i en alder af 77 år, stadig i 4-5 bestyrelser og rådgiver løbende i omegnen af det samme antal virksomheder - primært med fusion eller generationsskifte. Gennem tiden har Carsten Birk Nielsen rådgivet mere end 700 virksomheder inden for områder som køb og salg af virksomheder, værdiansættelser, kapitalformidling og generationsskifter. Fokus har været på fusioner og generationsskifter, hvor Carsten Birk Nielsen via sit omfangsrige netværk, med succes, har kunnet identificere en lille med motiveret gruppe af potentielle købere.

## **Man skal selv agere, som man rådgiver andre til at gøre - det har Carsten gjort**

Ikke alene rådgiver Carsten Birk Nielsen virksomheder i rettidig omhu vedrørende procedure og tiltag, som

der er nødvendige for et gnidningsfrit generationsskifte/salg - han efterlever det selv i forbindelse med sin egen rådgivning. Der er tilknyttet en kompetent back-up, som holdes opdateret, skulle Carsten Birk Nielsen ikke være i stand til at fuldføre opgaven. Det kendetegner et ordentligt menneske og virksomhedsrådgiver.

## **Støtte og sparring kom ind fra klassisk side, fra den bankuddannede hustru, Irma - hjemme over spisebordet**

Carsten Birk Nielsen har gennem sit virke haft uvurderlig støtte og ikke mindst sparring fra sin hustru, Irma, som også er uddannet i banksektoren. Det klassiske set-up for en mindre virksomhed, hvor opgaverne blev diskuteret henover spisebordet.



CEO Carsten Birk Nielsen  
Foto/Photo: CBN Finance & Consult

# CBN Finance & Consult is a life spent on buying and selling companies

finance and M&A. Initially, clients came from his network of former banking customers, who were familiar with Carsten Birk Nielsen's professional skills and expertise. Later, clients came as a result of the strong results delivered by CBN Finance & Consult.

## **Many companies have received advice over the years - and board work continues**

Today, at the age of 77, Carsten Birk Nielsen still serves on 4-5 boards and continuously advises approximately the same number of companies - primarily regarding mergers and generational successions. Over the years, Carsten Birk Nielsen has advised more than 700 companies on areas such as buying and selling companies, valuations, capital sourcing and generational successions. His main focus has been mergers and change of ownership, where he has successfully used his extensive network to identify a small but motivated group of potential buyers.

## **You must act according to the advice you give others - and that is exactly what Carsten has done**

Carsten Birk Nielsen not only advises companies on the importance of planning ahead regarding procedures and initiatives required for a smooth generational succession or sale - he also follows the same principles in his own advisory business. A competent back-up structure is in place and kept updated should Carsten Birk Nielsen become unable to complete an assignment. This reflects the qualities of a responsible person and a professional business advisor.

## **Support and sparring came from a classic source - from his bank-educated wife Irma around the dining table**

Throughout his career, Carsten Birk Nielsen has received invaluable support and, not least, constructive sparring from his wife, Irma, who is also trained within the banking sector. It represents the classic set-up of a smaller company, where business matters were discussed around the dining table at home.

Behind the success is a strong foundation of professional expertise and integrity, which has paved the way for outstanding results.

## **Danish small and medium-sized enterprises face a monumental challenge**

The Danish SME segment is facing a major challenge - the increasing number of companies approaching a generational succession. According to analyses from, among others, Copenhagen Business School, the figure is estimated at 60,000-70,000 companies that within a foreseeable time frame (3-5 years) will need a new owner. This is the segment in which Carsten Birk Nielsen has provided his services and expertise for more than 35 years.

## **Carsten swapped the security of the banking sector for a life as an independent advisor**

After building his career in the banking sector during the 1970s and 1980s, Carsten Birk Nielsen decided in 1990 that the time was right to establish his own advisory company, CBN Finance & Consult, specialising in fi-



# Hvis tallene kunne tale, så ville det blive en lang artikel om Den Norske Oliefond

“Så her er en meget kort version.”

Historien om de norske oliefund og den norske oliefond er historien om langsigtet planlægning og internationale investeringer - i overflod.

## Danmark overlod administrationen af oliereserverne til Norge i 1965

Efter anden verdenskrig overlod danskerne administrationen af de norske oliereserver til Norge selv. Det udmøntede sig i overenskomsten mellem Danmark og Norge om afgrænsningen af den kontinentale sokkel mellem Danmark og Norge fra 8. december 1965. Aftalen blev senere ratificeret og trådte endeligt i kraft 22. juni 1966.

## 1969 var begyndelsen for Norge - fundet af Ekofisk-feltet

Det norske olieeventyr startede for alvor i 1969 med fundet af Ekofisk. Det er det amerikanske selskab Philips Petroleum, som gør fundet og bliver oliefeltets operatør. Den norske stat har en mindre ejerandel på 2,5 pct. gennem selskabet Norsk Hydro Produksjon. Den norske stat ønskede mere direkte kontrol med fremtidige oliefund og med etableringen af Statoil i 1972 var politikken, at staten skulle have ca. 50 pct. af koncessionerne ved nye større fund.

## Fra starten havde den norske regering ønsket om at maksimere indtægterne

Allerede ved fundet af Ekofisk designede Norge et meget sofistikeret system, som sikrede, at størstedelen af værdien fra Ekofisk og efterfølgende oliefund tilfaldt staten, selv om feltet oprindeligt blev udviklet af udenlandske selskaber og uden større statslig ejerandel. Staten indtægter er opdelt i 4 forskellige kategorier:

1. Skatter (56 % skat på olie, samt selskabsskat)
2. Direkte ejerandele i fundene
3. Koncessionsafgifter
4. Transport- og rørledningsafgifter

Samlet set betyder ovenstående, at den norske stat får 85-90 pct. af olieindtægterne.

## Store udsving i den norske økonomi fostrede tanken om Oliefonden

I 1970'erne og 1980'erne gik de norske olieindtægter direkte ind i statsbudgettet. Hvilket medførte kraftige økonomiske udsving, inflation, valutaproblemer og generel økonomisk overophedning. Dette førte til idéen om at oprette den norske oliefond. Altså at olieformuen skulle adskilles fra det løbende statsbudget. Oprettelsen blev vedtaget i det norske Storting i 1990 og de første indbetalinger til Oliefonden blev foretaget i 1996.

## Oliefonden er en af verdens største pengekasser med global rækkevidde

Sidenhen er Oliefonden vokset markant og er i dag en af verdens største aktiebesiddere. Oliefonden ejer næsten 1,5 pct. af alle børsnoterede selskaber i verden, hvilket betyder ejerskab i cirka 9.000 globale selskaber. Derudover har Oliefonden også foretaget massive investeringer i fast ejendom og obligationer samt udlån til lande og selskaber. I skrivende stund er værdierne i Oliefonden opgjort til omkring NOK 20.820 milliarder, svarende til DKK 13.827 milliarder. Siden 1998 har Oliefonden haft et gennemsnitligt årligt afkast på 6,64 pct. Oliefonden har haft en enorm fremgang i værdi de seneste 15 år. I 2011 var værdien opgjort til NOK 3.312 milliarder. Oliefonden er altså mere end seksdoblet i værdi siden 2011 til den nuværende værdi på NOK 20.820 milliarder. Well done, Norge.

# If the numbers could speak, it would be a long article about the Norwegian Oil Fund

So here is a very short version.

The story of Norway's oil discoveries and the Norwegian Oil Fund is a story of long-term planning and international investments - on a massive scale.

## Danmark handed over administration of the oil reserves to Norway in 1965

After World War II, Denmark handed over the administration of Norwegian oil reserves to Norway itself. This resulted in the agreement between Denmark and Norway on the delimitation of the continental shelf, signed on December 8, 1965. The agreement was later ratified and entered into force on June 22, 1966.

## 1969 marked the beginning for Norway - the discovery of the Ekofisk field

Norway's oil adventure truly began in 1969 with the discovery of Ekofisk. The American company Philips Petroleum made the discovery and became the operator of the oil field. The Norwegian state initially held a small ownership stake of 2.5% through Norsk Hydro Produksjon. However, the state sought greater control over future discoveries, and with the establishment of Statoil in 1972, the policy became that the state should hold around 50% of licenses for major new discoveries.

## From the outset, the Norwegian government aimed to maximise revenues

Already with the discovery of Ekofisk, Norway designed a highly sophisticated system to ensure that most of the value from oil production accrued to the state, even though the field was developed by foreign companies with limited state ownership. State revenues are divided into four main categories:

1. Taxes (56% petroleum tax plus corporate tax)
2. Direct ownership stakes in oil fields
3. Licensing fees
4. Transportation and pipeline tariffs

Overall, this means that the Norwegian state captures approximately 85-90% of oil revenues.

## Large fluctuations in the Norwegian economy led to the creation of the Oil Fund

During the 1970s and 1980s, oil revenues were paid directly into the national budget, leading to significant economic fluctuations, inflation, currency challenges, and general overheating of the economy. This led to the idea of establishing the Oil Fund - separating oil wealth from the annual state budget. The fund was approved by the Norwegian parliament in 1990, with the first deposits made in 1996.

## The Oil Fund is one of the world's largest pools of capital with global reach

Since then, the Oil Fund has grown substantially and is now one of the world's largest investors. It owns nearly 1.5% of all listed companies globally, corresponding to stakes in around 9,000 companies. In addition, the fund has made major investments in real estate, bonds, and loans to countries and corporations. At present, the fund's value is approximately NOK 20,820 billion (around DKK 13,827 billion), and since 1998 it has achieved an average annual return of 6.64%. The Oil Fund has seen enormous growth over the past 15 years. In 2011, its value was NOK 3,312 billion. It has therefore increased more than sixfold to its current level of NOK 20,820 billion. Well done, Norway.



# Moderne teknologi. En del af omkostningerne kommer tættere på priserne fra Asien

Der er kommet et stort fokus på automatiseringsprocesserne og -maskinerne i både Danmark og nærområderne.

Enhedsomkostningerne kommer tættere på priserne i Fjernøsten.

## Ak, de geopolitiske udfordringer - der skal tænkes anerkendes

De globale forsyningskæder er under forandring, og flere danske virksomheder ser i dag mod Danmark og nærområderne, når fremtidens produktion skal placeres. Erfaringerne fra de seneste års geopolitiske spændinger, pandemien og usikre transportveje har gjort robuste leverandørkæder til en strategisk prioritet. Samtidig åbner den teknologiske udvikling nye muligheder for at styrke dansk og europæisk industri.

## Forsyning og hede risici

Ifølge en analyse fra Dansk Industri arbejder stadig flere virksomheder med at flytte aktiviteter tættere på hjemmemarkedet eller til stabile samarbejdslande. Målet er ikke alene at reducere risikoen i forsyningskæderne, men også at opnå større fleksibilitet, hurtigere levering og et tættere samspil mellem udvikling, produktion og kunder. Udviklingen peger mod en stærkere regional industribase i Danmark og resten af Europa.

## Robot-, man- og CNC-maskiner er en succes for lokal produktionerne

En afgørende drivkraft er den hastige automatisering af industrien. Moderne robotter, CNC-maskiner, kunstig intelligens og digitale produktionssystemer betyder, at lønomkostninger udgør en mindre del af de samlede produktionsomkostninger end tidligere. Derfor lægger virksomhederne i stigende grad vægt på produktivitet, leveringssikkerhed, kvalitet og nærhed til kunderne, når de beslutter, hvor produktionen skal placeres.

## Lokal produktion og kunden og ...

... “fordelene er mange”. Den teknologiske udvikling giver samtidig danske virksomheder mulighed for at konkurrere på andet end lave lønninger. Højt automatiserede produktionsanlæg kan levere ensartet kvalitet, høj effektivitet og kortere leveringstider, samtidig med

at samarbejdet mellem produktion, udvikling og kunder bliver tættere. Det styrker virksomhedernes konkurrenceevne og gør investeringer i produktion i Danmark og Østersøregionen stadig mere attraktive.

## The plan. Automatisering skal bane vejen for produktion lokalt

Perspektiverne er derfor lovende for dansk industri. En vigtig “dynamo” er fortsat udbygning af automatisering, digitalisering og avancerede produktionsmiljøer kan tiltrække flere investeringer og skabe grundlag for vækst hos både producenter og underleverandører. Når produktionen kommer tættere på markederne, styrkes samtidig forsyningssikkerheden, innovationen og mulighederne for at udvikle fremtidens konkurrencedygtige industrivirksomheder i Danmark og nærområdet.



Foto/Photo: AI

# Modern technology is bringing production costs closer to Asian levels

Automation technologies and advanced manufacturing equipment are receiving increasing attention in Denmark and across the surrounding region.

As production becomes more efficient, unit costs are moving closer to those achieved in Asia, making local manufacturing an increasingly competitive alternative.

## Geopolitical challenges are changing the way companies think

Global supply chains are evolving, and an increasing number of Danish companies are looking to Denmark and neighbouring countries when deciding where to locate future production. The lessons learned from recent geopolitical tensions, the pandemic and disruptions to international transport have made resilient supply chains

a strategic priority. At the same time, technological advances are creating new opportunities to strengthen Danish and European manufacturing.

## Supply security and risk management

According to an analysis by the Confederation of Danish Industry, more and more companies are relocating activities closer to their home markets or to stable partner countries. The objective is not only to reduce supply chain risks but also to improve flexibility, shorten delivery times and strengthen the interaction between product development, manufacturing and customers. This trend points towards a stronger regional industrial base in Denmark and across Europe.

## Robots, skilled employees and CNC machines are driving local manufacturing

A key driver behind this development is the rapid automation of industry. Modern robots, CNC machines, artificial intelligence and digital manufacturing systems mean that labour costs account for a smaller share of total production costs than in the past. As a result, companies are placing increasing emphasis on productivity, supply reliability, quality and proximity to customers when deciding where production should be located.

## Local production creates value for both customers and manufacturers

The advantages are numerous. Technological progress enables Danish manufacturers to compete on factors other than low labour costs. Highly automated production facilities deliver consistent quality, high efficiency and shorter lead times, while also fostering closer collaboration between production, product development and customers. This strengthens competitiveness and makes investments in manufacturing in Denmark and the Baltic Sea region increasingly attractive.

## Automation is paving the way for more local manufacturing

The outlook for Danish industry is therefore promising. Continued investment in automation, digitalisation and advanced manufacturing environments will remain a key driver for attracting new investments and supporting growth among both manufacturers and suppliers. As production moves closer to end markets, supply chain resilience is strengthened, innovation accelerates and the conditions improve for developing the next generation of internationally competitive manufacturing companies in Denmark and the surrounding region.



# Sådan blev Bøvling Maskinværksted til BM2 på 3 generationer



CEO Jonas Christiansen  
Foto/Photo: BM2 Industri

BM2 Industri A/S blev etableret i 1955, under navnet Bøvling Maskinværksted, og grundlæggeren, K. V. Christiansen, kommer stadig i en alder af 93 (bliver 94 i år) på værkstedet - det hører man ikke tit! Da interviewet fandt sted, var K. V. Christiansen i gang med at lave noget til et familiemedlem. 3. generation, Jonas Christiansen, har sidste år overtaget den anden halvpart af virksomheden fra sin far Mogens Christiansen. 3 generationer side om side - sikke et erfaringsgrundlag.

## **Generationsskifte er færdiggjort men der er stadig 3 generationer på værkstedet**

Jonas Christiansen er uddannet maskinmester fra Aarhus Maskinmesterskole og efter 3 år hos Nilfisk/Egholm, spurgte faren i 2014 om han ikke havde interesse i, at han vendte hjem til familievirksomheden. Det var det. Et par år senere erhvervede Jonas de første 50 pct. i virksomheden og i 2025 færdiggjorde far og søn generationsskiftet, da Jonas erhvervede de resterende 50 pct.

## **CNC fræsning og drejning, så er det BM2 Industri, som du skal kontakte**

BM2 Industri har siden begyndelsen været igennem flere udviklingsstadier. Fra de oprindelige smede- og VVS-opgaver, over fremstilling af imprægneringsanlæg til nutidens CNC fræsning og drejning. Blandt andet var BM2

Industri med fra starten inden for levering af komponenter til vindmølleproducenterne og de er stadig kunder i dag. Andre kundesegmenter er virksomheder inden for offshore- og betonanlægsproducenter.

## **Nye maskiner sørge for at BM2 Industri er på forkant med den teknologiske udvikling**

BM2 Industri har gennem de sidste mange år investeret kraftigt i maskinparken og råder i dag over 10 højteknologiske maskiner, som kan servicere virksomhedens kunder, der blandt andet er inden for vindmølle- og offshoreindustrien. Efter sommerferien bliver en ny maskine leveret fra Tyskland. BM2 Industris maskiner kan håndtere emner op til en diameter på 4,2 meter, så maskinerne har nået en størrelse, så de er nødt til at falde til inden at de kan bruges - de skal bogstavelig sætte sig i betonfundamentet!

## **Viden akkumuleres i BM2 Industri - de ansatte bliver hængende**

Ud over den store erfaring hos de 3 generationer af ejere, er BM2 Industri også begunstiget af en dedikeret medarbejderstab, hvor vedkommende med mest erfaring startede under Jonas' farfars ledelse og allerede har rundet de 40 års ansættelse i virksomheden.

# From Bøvling Maskinværksted to BM2 - in 3 generations

BM2 Industri A/S was founded in 1955 under the name Bøvling Maskinværksted (Bøvling Machine Workshop), and its founder, K. V. Christiansen, still visits the workshop at the age of 93 - turning 94 later this year. That is something you rarely hear about. When this interview took place, K. V. Christiansen was busy manufacturing a component for a family member. Last year, the third generation, Jonas Christiansen, acquired the remaining 50% of the company from his father, Mogens Christiansen. Three generations working side by side - a remarkable wealth of experience.

## **The generational succession has been completed, but three generations are still active in the workshop**

Jonas Christiansen graduated as a Mechanical and Marine Engineer from Aarhus School of Marine and Technical Engineering. After spending three years with Nilfisk/Egholm, his father asked him in 2014 whether he would consider returning to the family business. The answer was yes. A few years later, Jonas acquired the first 50% of the company, and in 2025 father and son completed the succession process when Jonas purchased the remaining 50%.

## **For CNC milling and turning, BM2 Industri is the company to call**

Since its foundation, BM2 Industri has undergone several stages of development. The company has evolved from its original blacksmithing and plumbing activities,

through the manufacture of wood impregnation equipment, to today's advanced CNC milling and turning operations. BM2 Industri was among the early suppliers of components to wind turbine manufacturers, many of whom remain customers today. The company also serves clients in the offshore industry and manufacturers of concrete production equipment.

## **Continuous investment keeps BM2 Industri at the forefront of technological development**

Over the past several years, BM2 Industri has invested heavily in its machinery and today operates ten high-tech machines serving customers in industries including wind energy and offshore. After the summer, another advanced machine will be delivered from Germany. BM2 Industri's equipment is capable of machining components with diameters of up to 4.2 metres. At that size, the machines literally have to settle into their concrete foundations before they are ready for production.

## **Experience continues to grow at BM2 Industri - and employees stay for the long term**

In addition to the extensive knowledge shared by three generations of owners, BM2 Industri benefits from a highly dedicated workforce. The company's longest-serving employee began working under the leadership of Jonas' grandfather and has now celebrated more than 40 years with the business. This continuity reflects the strong company culture and long-term commitment that have characterised BM2 Industri for decades.



# BC Emballage har fortsat god vind i sejlene

BC Emballage - en samarbejdspartner, der leverer skræddersyede emballageløsninger

Jan Kornum købte virksomheden af grundlæggeren, Niels Clausen, der i 1997 etablerede BC Emballage. Siden da har virksomheden opbygget indgående erfaring med at levere fleksible og skræddersyede emballageløsninger til erhvervslivet.

## **Naboen og virksomhedsmægleren fandt det helt rette match**

Interessen i at blive ejerleder blev delt med Jans nabo, der arbejder som virksomhedsmægler. Senere vendte naboen tilbage og fortalte, at han lige havde fået den rigtige virksomhed ind i porteføljen: BC Emballage - Danmarks førende handelshus inden for emballage. Jan evaluerede virksomheden og ville gerne indlede forhandlinger om en overtagelse, men manglede en finansiel partner/investor til at kunne gennemføre handlen.

## **To parter supplerer hinanden med individuelle kompetencer**

Virksomhedsmægleren kunne på ny være behjælpelig, da han kendte en mindre jysk kapitalfond, som havde kapitalen og appetit på industrivirksomheder, men manglede en aktiv medinvestor, som kunne drive virksomheden. Et perfekt match, hvor kapitalen på den ene side møder ledelseskompetencerne og kapital på den anden side. De to parter erhvervede BC Emballage i 2023.

## **Hver parts forventninger blev indfriet, da kapitalfonden blev købt ud**

Efter 2 års tandemkørsel med kapitalfonden blev denne købt ud, således at Jan stod tilbage som enejer. Midlerne til finansieringen fandt Jan i eget netværk og selve handlen blev gennemført med den største respekt for samarbejdet og kapitalfondens medvirken til den oprindelige handel. Alle parter fik, hvad det ville - kapitalfonden har fuldført et exit med opfyldte forventninger og Jan nu fuldt ejerskab af BC Emballage.

”Jeg er kapitalfonden dybt taknemmelig for bridge-perioden, hvor samarbejdet stod på og deres yderst professionelle håndtering af alle aspekter i forløbet. Jeg kan på ingen måde afvise, at jeg på et senere tidspunkt igen vil benytte en kapitalfond til en eventuel konsolidering.”

# BC Emballage continues to have strong tailwinds

BC Emballage - a partner delivering customised packaging solutions

Jan Kornum acquired the company from its founder, Niels Clausen, who established BC Emballage in 1997. Since then, the company has built extensive experience in delivering flexible and customised packaging solutions to businesses.

## **The neighbour and business broker found the perfect match**

Jan shared his ambition of becoming an owner-manager with his neighbour, who works as a business broker. Later, the neighbour returned and explained that he had just added the right company to his portfolio: BC Emballage - Denmark's leading packaging trading company. Jan evaluated the company and wanted to enter into negotiations for an acquisition, but he needed a financial partner/investor to complete the transaction.

## **Two parties complement each other with individual strengths**

The business broker was once again able to help, as he knew a small Danish private equity fund with the capital and appetite for industrial companies, but which lacked an active co-investor who could run the business. It was a perfect match, where financial resources met management capabilities and entrepreneurial drive. The two parties acquired BC Emballage in 2023.

## **Both parties' expectations were fulfilled when the private equity fund exited**

After two years of working together with the private equity fund, the private equity fund exited its investment, leaving Jan as the sole owner. Jan secured the financing through his own network, and the transaction was completed with great respect for the cooperation and the private equity fund's contribution to the original acquisition. All parties achieved their objectives - the private equity fund completed its exit with fulfilled expectations, while Jan gained full ownership of BC Emballage.

”I am deeply grateful to the private equity fund for the bridge period during which we worked together and for their highly professional handling of every aspect of the process. I cannot rule out that I may use a private equity fund again at a later stage for a potential consolidation.”



# Emballagemarkedet i Danmark er stort, og der er da potentiale til mere

At der bliver brugt mange penge på emballage i Danmark overrasker ingen, men tallets størrelse kan alligevel godt overraske.

“Éen ting er at få en god idé, en anden ting er at få den pakket rigtigt ind.”

## Made in ... der bruges alligevel DKK 12,5 milliarder på varer emballager i Danmark

Emballageforbruget i den danske industri er steget markant gennem de seneste to årtier. Fra 2002 til 2024 voksede virksomhedernes samlede indkøb af emballage med 38,67 pct., svarende til omkring DKK 3,5 milliarder. I 2024 anvendte industrien emballager for i alt DKK 12,5 milliarder, hvilket understreger emballagens centrale betydning for produktion, logistik og beskyttelse af varer. Der er stor forskel på pasta og “ravioli”, men det er nu alligevel pasta.

## Emballageomkostninger har været stigende inden for næsten alle individuelle global materialer

Industrien anvender emballager fremstillet af en lang række materialer, herunder plast, træ og kork, papir og pap, glas, jern og stål, aluminium samt anden emballage. Den sidstnævnte kategori udgør under 1 pct. af det samlede emballageforbrug. Udviklingen har været positiv i næsten alle materialekategorier, hvor flere er vokset med trecifrede vækstrater. Kun aluminium (-21,4 pct.) og kategorien anden emballage (-59,0 pct.) har oplevet fald i de samlede indkøb over perioden.

## Plastemballage varianter indtager førstepladsen med papir og pap umiddelbart efter. (Annual)

Den største vækst er sket inden for plastemballage. Virksomhedernes indkøb steg med godt 90 pct. fra 2002 til 2024, svarende til en stigning på omkring DKK 2,2 milliarder, så det samlede forbrug nåede DKK 4,7 milliarder i 2024. Plast udgjorde dermed 37,5 pct. af industriens samlede emballageforbrug og overhaledede papir og pap, som tegnede sig for 32,2 pct. I 2002 var billedet det modsatte, hvor papir og pap udgjorde 39,2 pct., mens plast stod for 27,2 pct.

Foto/Photo: Stock



## Der bliver brugt flest produkter på bl.a gode planæsker, kasser og dåser i plast

Ser man alene på virksomhedernes udgifter til plastemballage, er underkategorien æsker, kasser, dåser, krukker, bægge og lignende den største omkostningspost og tegnede sig for 25,5 pct. af de samlede udgifter til plastemballage i 2024 (DKK 1,2 milliarder). Underkategorien steg i perioden fra 2002 til 2024 med hele 157,7 pct. Folie af plast var den næststørste omkostningspost og udgjorde 25,2 pct. af virksomhedernes samlede udgifter til plastemballage.

## Fødevareindustri stor forbruger plastfolie låg

Det største enkeltstående emballageforbrug findes inden for folie af plast i føde-, drikke- og tobaksvareindustrien. Her anvendte virksomhederne plastfolie for DKK 857,4 millioner i 2024, hvilket gør segmentet til den største enkeltstående emballagekategori i dansk industri. Udviklingen viser samtidig, at emballage i stigende grad er blevet en strategisk produktionsfaktor, hvor materialevalg, effektivitet og bæredygtighed spiller en stadig større “pak I ud” rolle.

# The Danish packaging market is substantial - and there is still room for growth

aluminium, and a residual category classified as other packaging. The latter accounts for less than 1% of total packaging expenditure. Growth has been recorded across almost every material category, with several posting triple-digit growth rates. Only aluminium (-21.4%) and the category other packaging (-59.0%) experienced a decline in total purchases over the period.

## Plastic packaging has taken the lead, followed closely by paper and cardboard

The strongest growth has been recorded in plastic packaging. Companies' expenditure increased by more than 90% between 2002 and 2024, representing an increase of approximately DKK 2.2 billion and bringing total spending on plastic packaging to DKK 4.7 billion in 2024. Plastic therefore accounted for 37.5% of total industrial packaging expenditure, overtaking paper and cardboard, which represented 32.2%. In 2002, the positions were reversed, with paper and cardboard accounting for 39.2% and plastic for 27.2%.

## Plastic boxes, cartons and containers account for the largest share of spending

Looking exclusively at expenditure on plastic packaging, the subcategory comprising boxes, cartons, cans, jars, tubs, cups and similar containers represented the largest single cost item, accounting for 25.5% of total spending on plastic packaging in 2024, equivalent to DKK 1.2 billion. Expenditure within this category increased by an impressive 157.7% between 2002 and 2024. Plastic film ranked second, accounting for 25.2% of total expenditure on plastic packaging.

## The food industry is the largest user of plastic film

The single largest packaging expenditure is found within plastic film used by the food, beverage and tobacco manufacturing industry. Companies in this sector spent DKK 857.4 million on plastic film in 2024, making it the largest individual packaging category in Danish industry. The figures also illustrate how packaging has increasingly become a strategic production factor, where material selection, operational efficiency and sustainability all play an ever more important role.

The fact that Danish companies spend significant amounts on packaging comes as no surprise. The sheer scale of those expenditures, however, is still remarkable.

One thing is having a great idea - another is packaging it properly.

## Made in Denmark - yet businesses still spend DKK 12.5 billion on packaging

Packaging consumption within Danish industry has increased significantly over the past two decades. Between 2002 and 2024, companies' total expenditure on packaging rose by 38.67%, equivalent to approximately DKK 3.5 billion. In 2024 alone, Danish industry purchased packaging worth DKK 12.5 billion, underlining the vital role packaging plays in manufacturing, logistics and product protection.

## Packaging costs have increased across almost every material category

Danish industry uses packaging manufactured from a wide range of materials, including plastic, wood and cork, paper and cardboard, glass, iron and steel,



# Flid, dygtighed og en enestående faglighed belønnes med stor ære

“Naar Sandhed Og Flid Forenes Naaes Maalet, - sådan er budskabet slået i Håndværkerforeningens medalje.“

Håndværkerforeningen København hylder hvert år nyuddannede håndværkere, der gennem deres svendeprøver har vist flid, dygtighed og en enestående faglighed. Uddelingen er en af årets vigtigste markeringer af godt håndværk og sætter fokus på hovedstadens dygtigste unge faglærte. Det er en fejring af kvalitet, stolthed og traditioner, som fortsat bærer det danske samfund.

## H.M. Kongen gjorde erhvervsuddannelserne ære ved sin deltagelse

H. M. Kong Frederik 10. deltog tirsdag den 5. maj i medaljeuddelingen på Københavns Rådhus, hvor han personligt lykønskede medaljemodtagerne med et håndtryk. I 2026 uddeler Håndværkerforeningen København 72 medaljer fordelt på 21 forskellige fag, og derudover hædres fem modtagere med de prestigefyldte Massmannske medaljer. Det understreger både bredden og det høje niveau i de danske håndværksfag.

Nedenfor/below: Tømrer Mikkel Blaabjerg Enersen fra Jakon A/S modtager håndtryk fra H. M. Kong Frederik / Carpenter Mikkel Blaabjerg Enersen from Jakon A/S receives a handshake from His Majesty King Frederik.  
Foto/Photo: Ricky John Molloy/Rie Neuchs/Thomas Tolstrup

## Dygtige håndværkere giver et velfungerende samfund

Godt håndværk er en forudsætning for mange af de ting, vi tager for givet i hverdagen, og derfor er der et stort behov for, at flere unge vælger en erhvervsuddannelse. Medaljen er med til at synliggøre håndværksfagernes betydning og inspirere næste generation til at gå samme vej. Ved at anerkende de dygtigste unge løfter foreningen både fagene og respekten for det solide håndværk, som samfundet er bygget på.

Traditionen går helt tilbage til 1867. Idéen er stadig at hyldede dygtig og faglig og skabe opmærksomhed på de håndværksmæssige fag - det er en bydende nødvendighed, at der er flere unge, som søger erhvervsuddannelserne!

- Håndværkerforeningens medalje er en hædersudmærkelse, som tildeles på baggrund af indstilling fra et laug.
- Alle håndværksfag under Håndværkerforeningen København kan indstille til Håndværkerforeningens medalje.
- Håndværkerforeningen sikrer, at alle fag er repræsenteret i medaljetildelingen.

# Diligence, Skill, and Outstanding Craftsmanship Are Honoured with Great Distinction

When Truth and Diligence Unite, the Goal Is Achieved - this is the message engraved on the Craftsman's Association medal.

Each year, the Copenhagen Craftsman's Association honours newly qualified skilled tradespeople who, through their final apprenticeship examinations, have demonstrated dedication, expertise and exceptional professional skills. The award ceremony is one of the year's most important celebrations of outstanding craftsmanship and highlights the capital's most talented young skilled professionals. It is a celebration of quality, pride and traditions that continue to support and strengthen Danish society.

## His Majesty the King honoured vocational education through his participation

His Majesty King Frederik X attended the medal ceremony at Copenhagen City Hall on Tuesday, May 5, where he personally congratulated the medal recipients with a handshake. In 2026, the Craftsman's Association Copenhagen is awarding 72 medals across 21 different trades, while five recipients are additionally honoured with the prestigious Massmann Medals. This underlines both the breadth and the exceptionally high standards found within the Danish skilled trades.

## Skilled craftspeople create a well-functioning society

Quality craftsmanship is essential to many of the things we take for granted in everyday life, which is why there is a strong need for more young people to choose a vocational education. The medal helps highlight the importance of the skilled trades and inspires the next generation to follow the same path. By recognising the most talented young craftspeople, the association strengthens both the professions themselves and the respect for the solid craftsmanship upon which society is built.

The tradition dates all the way back to 1867. The original idea remains the same: to honour skill and professionalism while creating awareness around the skilled trades. It is considered absolutely essential that more young people apply for vocational education programmes.

- The Craftsman's Association medal is an honorary distinction awarded based on nominations from a guild.
- All trades under the Craftsman's Association Copenhagen may nominate candidates for the medal.
- The Craftsman's Association ensures that all trades are represented in the medal awards.





# Danmark har omkring 165.000 aktive jægere

*Elsker du at komme tidligt op og ud i naturen, så få dig et jagttegn.*

Interessen for at indløse et jagttegn i Danmark har ligget relativt stabilt over de seneste 30 år - mellem 160.000 og 175.000 årligt.

## **Det koster alene DKK 680 at indløse et gyldigt jagttegn**

For at gå på jagt i Danmark skal man have et gyldigt jagttegn, som fornys hvert år. Et jagtår løber fra 1. april til 31. marts det efterfølgende år, og jagttegnsafgiften udgør DKK 680 i jagtåret 2026/2027. Ønsker man at erhverve et skydevåben til jagt, koster det DKK 1.085 at indsende en ansøgning om våbentilladelse for hvert skydevåben. Reglerne er med til at sikre en ansvarlig og sikker jagtudøvelse.

## **Er i få? Flere og flere kvinder går på naturjagter**

De seneste tal fra Ministeriet for Grøn Trepert viser, at 220.943 personer var jagttegnsberettigede i Danmark i 2024, heraf 200.136 mænd. I alt 166.891 valgte at indløse jagttegn, svarende til 75,54 pct. af de jagttegnsberettigede. Den højeste andel blev registreret blandt de 16-19-årige, hvor 83,54 pct. indløste jagttegn, efterfulgt af aldersgruppen 50-59 år med 77,60 pct.

## **Flere basics prøver skal bestås før man kan gå på sin første jagt i Danmark**

Interessen for jagt afspejles også i antallet af nye jægere.

I 2024 bestod 3.555 aspiranter den danske jagtprøve, hvilket svarer til en "affirmation" beståelsesprocent på 52 pct. Efter den beståede jagtprøve skal kommende jægere desuden bestå de relevante skydeprøver, før de kan anvende riffel eller haglgevær på jagt. "Fire alarm" Prøverne har til formål at sikre både træfsikkerhed og en forsvarlig håndtering af våben, samt forså at lægge "over hø".

## **Et krævende Alternativ til riflen eller haglgeværet er buen - godt 2.000 har tilladelse (degree) til buejagt**

Jagtformer og udstyr udvikler sig løbende, og buejagt har gennem en årrække haft en stabil tilslutning. I alt 2.178 personer har bestået den danske buejagtprøve, og antallet af aktive buejægere har gennem de seneste ti år ligget omkring de godt 2.000. Langt de fleste jager med compoundbue, mens kun 21 personer i 2024 havde tilladelse til at anvende langbue.

## **Der er ingen naturlig bestand af vildsvin i Danmark, men nedlagt min. 56 i 24/25**

Ifølge vildtudbyttestatistikken fra Aarhus Universitet blev der i jagtåret 2024/25 blandt andet nedlagt 8.645 krondyr, 28.402 rådyr og 56 vildsvin i Danmark. Danmark har ikke en naturligt etableret bestand af vildsvin, og de nedlagte dyr vurderes hovedsageligt at være strejfende dyr fra Tyskland, hvor bestanden tæller flere hundrede tusinde dyr. Tallene illustrerer både jagtens omfang og den løbende forvaltning af de danske vildtbestande.

# Denmark has around 165,000 active hunters

*If you enjoy getting up early and heading out into nature, obtaining a hunting licence could be for you.*

The number of people applying for a hunting licence in Denmark has remained relatively stable over the past 30 years - between 160,000 and 175,000 annually.

## **A valid hunting licence costs only DKK 680**

To hunt in Denmark, you must hold a valid hunting licence, which must be renewed every year. A hunting year runs from 1 April to 31 March the following year, and the hunting licence fee amounts to DKK 680 for the 2026/2027 hunting year. If you wish to acquire a firearm for hunting purposes, submitting an application for a firearms permit costs DKK 1,085 per firearm. These regulations help ensure responsible and safe hunting practices.

## **Are there too few of you? More and more women are taking up hunting**

The latest figures from the Ministry of Green Tripartite Affairs show that 220,943 people were eligible to obtain a hunting licence in Denmark in 2024, of whom 200,136 were men. A total of 166,891 chose to pay for and activate their hunting licence, corresponding to 75.54% of those eligible. The highest participation rate was recorded among 16-19-year-olds, where 83.54% obtained a hunting licence, followed by the 50-59 age group with 77.60%.

## **Several basic tests must be passed before going on your first hunt in Denmark**

The interest in hunting is also reflected in the number of new hunters. In 2024, 3,555 candidates passed the

Danish hunting examination, corresponding to a pass rate of 52%. After passing the hunting examination, aspiring hunters must also pass the relevant shooting tests before they can use a rifle or shotgun for hunting. These tests are designed to ensure both shooting accuracy and the safe handling of firearms, as well as to promote responsible hunting practices.

## **A demanding alternative to rifles and shotguns is the bow - more than 2,000 people are authorised for bow hunting**

Hunting methods and equipment continue to evolve, and bow hunting has maintained a stable level of interest for several years. A total of 2,178 people have passed the Danish bow hunting examination, and the number of active bow hunters has remained at just over 2,000 over the past decade. The vast majority hunt with compound bows, while only 21 people in 2024 were authorised to use traditional longbows.

## **There is no naturally established wild boar population in Denmark, but at least 56 were shot in 2024/25**

According to the game harvest statistics from Aarhus University, hunters in Denmark harvested, among other species, 8,645 red deer, 28,402 roe deer and 56 wild boars during the 2024/25 hunting year. Denmark does not have a naturally established population of wild boar, and the harvested animals are primarily considered to be roaming animals from Germany, where the population numbers several hundred thousand. The figures illustrate both the scale of hunting and the ongoing management of Danish wildlife populations.

Foto/Photo: Stock







CEO Lasse Lindberg Pedersen Foto/photo: Brasholt A/S



# I Brasholt i Hjørring finder du alt til jagt, fiskeri og friluftsliv

Skal du have nyt udstyr eller beklædning til jagt, lystfiskeri eller outdoor, er Brasholt A/S med sine 1.200 kvadratmeter butik det eneste sted, du behøver at lede. Brasholt A/S er den største jagt- og outdoorbutik nord for Aalborg, og folk kommer langvejs fra på grund af den kyndige og hjælpsomme vejledning, butikens 11 medarbejdere giver. Er der for langt til Hjørring, er Brasholts webshop ([www.brasholt.nu](http://www.brasholt.nu)) selvfølgelig altid åben.

## Personlig og kyndig betjening er alfa og omega

Brasholts indehaver Lasse Lindberg Pedersen har indgående ekspertise inden for jagt- og fiskeri, da han tidligere har været indehaver af flere jagtbutikker, senest Hjørring Jagt & Fritid i Hjørring, som han lukkede, da han overtog Brasholt. Lasse er butiksuddannet og har gennem hele sit arbejdsliv været eksponent for den gode betjening, som kommer via indgående viden og praktisk erfaring fra både jagt, fiskeri og friluftsliv.

## Brasholt blev overtaget i samarbejde med eksterne investorer

Da Brasholts tidligere ejer gennem mange år ønskede at afhænde forretningen og nyde sit otium, blev Lasse Lindberg Pedersen kontaktet af nogle lokale investorer, som ønskede at indgå et partnerskab, hvor Lasse var direktør og medejer, og de var finansielle investorer. Efter moden overvejelse og forhandlinger blev partnerskabet en realitet, og Lasse overtog Brasholt A/S i oktober 2023.

## Nye ansigter på jagttegnkurserne

Med Lasses mange års erfaring i branchen kan han se, at der de seneste år er sket en ændring i både alder og køn på

nyjægere. Tidligere var det hovedsageligt unge mennesker, som tog deres jagttegn på aftenskole, men sådan er det ikke længere. Nu er det især aldersgruppen 35+, som fylder mest på landets jagttegnkurser og er klar til at indgå i det fællesskab, det også er at gå på jagt. Desuden er interessen for jagt hos kvinder stigende, og Brasholt har derfor også et stort sortiment af jagttøj til kvinder.

## Underjordisk skydebane på 80 meter til indskydning af rifler

Som noget unikt i landsdelen har Brasholt en underjordisk skydebane på 80 meter, som kan benyttes af alle, der ønsker at skyde deres riffel ind, før jagtsæsonen begynder. For alle der køber en riffel hos Brasholt, er indskydningen på skydebanen samt grundning vejledning naturligvis inkluderet i prisen.

## Også for børn og menneskets bedste firbenede ven

Der er ikke kun noget at komme efter for voksne jægere i Brasholt. Der er også et håndplukket udvalg af kvalitetstøj til aktive børn, der vil med i skoven eller på jagt. Menneskets bedste firbenede ven, hunden, er heller ikke glemt. Butikken har et godt udvalg af hundefløjter, liner og og dummies til hundetræningen.

### Sortiment:

- Våben og ammunition
- Jagtbeklædning
- Grej til lystfiskeren
- Beklædning til outdoor
- Udstyr til hunde

# At Brasholt in Hjørring, you'll find everything for hunting, fishing and outdoor life

If you're looking for new equipment or clothing for hunting, recreational fishing or outdoor activities, Brasholt A/S is the only place you need to visit. With a 1,200-square-metre store, Brasholt A/S is the largest hunting and outdoor retailer north of Aalborg. Customers travel from far and wide to benefit from the expert advice and personal service provided by the store's 11 employees. And if Hjørring is too far away, Brasholt's webshop is, of course, always open.

## Personal service and expert advice make all the difference

Brasholt's owner, Lasse Lindberg Pedersen, has extensive expertise in both hunting and fishing. Before taking over Brasholt, he owned several hunting stores, most recently Hjørring Jagt & Fritid, which he closed when he acquired Brasholt. Lasse is professionally trained in retail and has built his entire career around delivering outstanding customer service based on in-depth product knowledge and practical experience in hunting, fishing and outdoor activities.

## Brasholt was acquired in partnership with external investors

When Brasholt's long-time owner decided it was time to retire, Lasse Lindberg Pedersen was approached by a group of local investors who wanted to establish a partnership. Under the agreement, Lasse became Managing Director and co-owner, while the investors provided the financial backing. After careful consideration and negotiations, the partnership became a reality, and Lasse officially took over Brasholt A/S in October 2023.

## New faces are joining Denmark's hunting licence courses

Drawing on his many years of industry experience, Lasse

has noticed significant changes in both the age profile and gender distribution of new hunters. In the past, hunting licence courses were mainly attended by younger people through evening classes. Today, however, the largest group consists of people aged 35 and above, many of whom are attracted not only by hunting itself but also by the strong sense of community it offers. Interest among women has also increased considerably, which is reflected in Brasholt's extensive range of hunting clothing designed specifically for women.

## An 80-metre underground shooting range for rifle sighting

One of Brasholt's unique features is its 80-metre underground shooting range, available to anyone wishing to sight in a rifle before the hunting season begins. Customers purchasing a rifle from Brasholt receive rifle sighting and professional guidance as part of the purchase, at no additional cost.

Something for children - and man's best four-legged friend Brasholt is not just for adult hunters. The store also offers a carefully selected range of high-quality outdoor clothing for active children who enjoy spending time in the countryside or joining hunting trips. Man's best four-legged friend has not been forgotten either. Brasholt stocks a wide selection of dog whistles, leads and training dummies for hunting dogs.

### Product range:

- Firearms and ammunition
- Hunting clothing
- Recreational fishing equipment
- Outdoor clothing
- Equipment for dogs



# Cypax A/S Elektronikkomponenter til store og små produktioner

En passion eller en hobby kan bringe en langt i livet og det er lige, hvad elektronikken har gjort for virksomhedens stifter, Otto Thierry Hansen. Cypax A/S startede for mere end 40 år siden under navnet O. Hansen Elektronik. Hobby-beskæftigelsen, hvor der blev lavet elektroniske samlesæt til tekniske skoler, blev fundamentet, som virksomheden startede op på, men i dag er det erstattet af håndfrit måle- og testudstyr fra Sensepeek, som er et af Cypax' agenturer.

## Fra småjobs i drengårene til rollen som direktør

Som søn af en ejerleder brugte den nuværende direktør, Benny Thierry Nielsen, naturligvis en del tid i drengårene på at hjælpe til med småjobs på faderens virksomhed. Senere efter endt HHX blev det til en fastansættelse på lageret og via forskellige stillinger på kontoret, som både sælger og indkøber endte Benny i direktørstolen i 2020.

## Organisationen hjælper hinanden og virksomhedens kunder til og

Lille velintegreret medarbejderstab, alle giver en hånd med - direktør står også på lageret, når situationen kræver det. En virksomhed, hvor man lige går den ekstra mil for at løse en kundes udfordring og det er ligegyldigt om kunden er stor eller lille. Alle har krav på en god og ordentlig betjening. Denne tilgang har gjort, at virksomheden har kunder, som har været med i årtier, og nye kunder skal kunne mærke, at de er med på en tilsvarende rejse.

## Over 10.000 varenumre - praktisk talt det samme som de meget større konkurrenter

Virksomheden har i princippet samme størrelse produktkatalog som de langt større konkurrenter, men i modsætning til de store kan Cypax også levere i mindre mængder til deres kunder. Langt over 10.000 varenumre at holde styr på! Udover elektronikkomponenter har Cypax tillige agenturer på blandt andet komponenter, loddeudstyr og kemiprodukter, som benyttes inden for elektronik industrien og kølepasta til vindmølleindustrien.

Fra venstre/From left: Otto Thierry Hansen og Benny Thierry Hansen  
Foto/photo: Cypax



## Generationsskiftet er igangværende og baseret på parternes individuelle ønsker

Cypax er i færd med at lave et generationsskifte. Det begyndte officielt i 2014, hvor Benny købte sig ind i virksomheden og er i princippet stadig i gang, da Otto Thierry Hansen, efter flere frasal, stadig har omkring en fjerdedel af aktierne. Et generationsskifte, som er tilrettelagt baseret på samtaler mellem generationerne - uden brug af eksterne rådgivere men med respekt for de to parter's ønsker.

# Cypax A/S - Electronic components for large and small-scale productions

ry business education (HHX), he joined the company full-time in the warehouse before progressing through a number of office-based roles in sales and purchasing. In 2020, he assumed the position of Managing Director. Teamwork benefits both colleagues and customers

## Cypax has a small but highly integrated team where everyone is prepared to lend a hand.

Even the Managing Director works in the warehouse when circumstances require it. The company is built on a culture of going the extra mile to solve customers' challenges, regardless of whether they are large international manufacturers or smaller businesses. Every customer deserves professional service, and this approach has helped Cypax retain customers for decades while ensuring that new customers experience the same long-term commitment.

## More than 10,000 product numbers - comparable to much larger competitors

In practice, Cypax offers a product catalogue comparable in size to those of significantly larger competitors. Unlike many of the larger distributors, however, Cypax is also able to supply customers in smaller quantities. Managing more than 10,000 product items requires extensive expertise and efficient logistics. In addition to electronic components, the company represents a number of leading brands supplying components, soldering equipment, chemical products for the electronics industry, and thermal compounds used in the wind turbine sector.

## A generational transition built on mutual understanding

Cypax is currently completing a carefully planned generational succession. The process officially began in 2014, when Benny acquired his first ownership stake in the company. It remains ongoing, as Otto Thierry Hansen, following several share sales, still owns approximately one-quarter of the business. The transition has been shaped through ongoing dialogue between the two generations, without the involvement of external advisers and with full respect for the wishes and ambitions of both parties.

A passion or hobby can take you a long way in life, and that is exactly what electronics has done for the company's founder, Otto Thierry Hansen. More than 40 years ago, Cypax A/S was established under the name O. Hansen Elektronik. What began as a hobby producing electronic assembly kits for technical schools became the foundation of the business. Today, the company is perhaps best known for its hands-free measurement and testing equipment from Sensepeek, one of Cypax's key agencies.

## From childhood jobs to the role of managing director

As the son of an owner-manager, the current Managing Director, Benny Thierry Nielsen, naturally spent much of his childhood helping out with small jobs in his father's business. After completing his upper second-



# Aftaler og I god relation er vigtige, når du handler med udlandet, men glem ikke ...

“... essentially, vigtigheden af IP rettigheder og patenter.”

Mange lande har over flere år styrket “der gennem seneste” både, lovgivningen og håndhævelsen af immaterielle rettigheder. Der er stadig udfordringer, men i EU vurderes de juridiske rammer generelt at være stærkere i dag end “prehistoric” for blot få år siden.

## **Tryk forskning og rettigheder (ID)**

Udviklingen inden for beskyttelse af IP-rettigheder har gjort det mere attraktivt at “investere i hel” forskning og produktudvikling. Hvor systematisk kopiering og “er et ulovlig udnyttelse” af teknologi tidligere skabte usikkerhed, bevæger flere markeder sig i retning af stærkere håndhævelse af patenter, designrettigheder og andre immaterielle rettigheder. Det giver virksomheder bedre muligheder for at høste værdien af deres innovation. Misbrug af IP-rettigheder vi så, er reduceret “Respekt for lab & IP-rettigheder betyder, at alle i stigende grad kan udvikle produkter uden frygt for, at teknologien kopieres og benyttes uden tilladelse.” Producenter forventes i stigende grad at overholde gældende patent- og licensregler, og det skaber mere fair konkurrence, hvor innovation belønnes frem for systematiske ulovligheder.

## **Solid, sund og indgå strategiske samarbejder**

Virksomheder kan yderligere styrke deres position yderligere gennem samarbejde med Danmarks Eksport- og Investeringsfond (EIFO), der kan medvirke til at reducere risici ved internationale investeringer og

eksport. For virksomheder med aktiviteter på globale markeder kan et samarbejde med EIFO være med til at skabe større tryghed, når nye teknologier og IP-rettigheder bringes i spil.

## **Mer’ sikkerhed i den Danske infrastruktur**

Også myndighedernes fokus på beskyttelse af kritisk infrastruktur er blevet skærpet. I 2023 pålagde Center for Cybersikkerhed - nu en del af Styrelsen for Samfundssikkerhed - TDC NET at udfase Huawei-udstyr fra en central del af det danske fibernet af hensyn til statens sikkerhed. Den 24. juni 2026 fastslog Østre Landsret, at indgrebet var lovligt, men havde karakter af ekspropriation, og TDC NET blev derfor tilkendt DKK 80 mio. i erstatning.

## **... men allerede i dag er det drama blevet bedre**

Samtidig peger flere virksomheder på, at samarbejdet med kinesiske producenter i dag foregår under mere ordnede rammer end tidligere. Danske virksomheder kan i stigende grad udveksle teknologi og IP-rettigheder med tillid til, at rettighederne respekteres, og at licenser erhverves, hvis andre ønsker at anvende teknologien. Den danske virksomhed Cypax fremhæves som et eksempel på, at denne udvikling kan skabe nye muligheder for internationalt samarbejde baseret på respekt for immaterielle rettigheder.

Opbakningen fra den Danske stat er effektiv. De gør hvad de kan, og skal. “Regér Max”, når det er nødvendigt.

# Agreements and strong relationships matter when doing business internationally - but don't forget...

...the importance of intellectual property rights and patents.

Over the past several years, many countries have strengthened both their legislation and the enforcement of intellectual property rights. Challenges remain, but across the European Union the legal framework is generally considered significantly stronger today than it was only a few years ago.

## **A safer environment for research and intellectual property**

The stronger protection of intellectual property rights has made it more attractive for companies to invest in research and product development. Where systematic copying and the unlawful use of technology once created considerable uncertainty, many markets are now moving towards more effective enforcement of patents, design rights and other forms of intellectual property. This gives businesses better opportunities to capture the value of their innovation.

## **Reduced misuse of intellectual property rights**

Greater respect for intellectual property rights means that companies are increasingly able to develop new products without fearing that their technologies will be copied and used without permission. Manufacturers are also expected to comply with patent and licensing requirements to a much greater extent, creating a more level playing field where innovation is rewarded rather than undermined by systematic infringements.

## **Building strong and strategic partnerships**

Companies can strengthen their position further by working with the Export and Investment Fund of Denmark (EIFO), which helps reduce the risks associated with international investments and exports. For businesses operating in global markets, cooperation

with EIFO can provide additional confidence when introducing new technologies and protecting valuable intellectual property.

## **Greater security for Denmark's critical infrastructure**

Public authorities have also intensified their efforts to protect critical infrastructure. In 2023, the Danish Centre for Cyber Security - now part of the Danish Agency for Societal Security - ordered TDC NET to phase out Huawei equipment from a central part of Denmark's fibre backbone network for national security reasons. On 24 June 2026, the Eastern High Court ruled that the measure was lawful but constituted expropriation, and TDC NET was therefore awarded compensation of DKK 80 million.

## **...and the outlook is already improving**

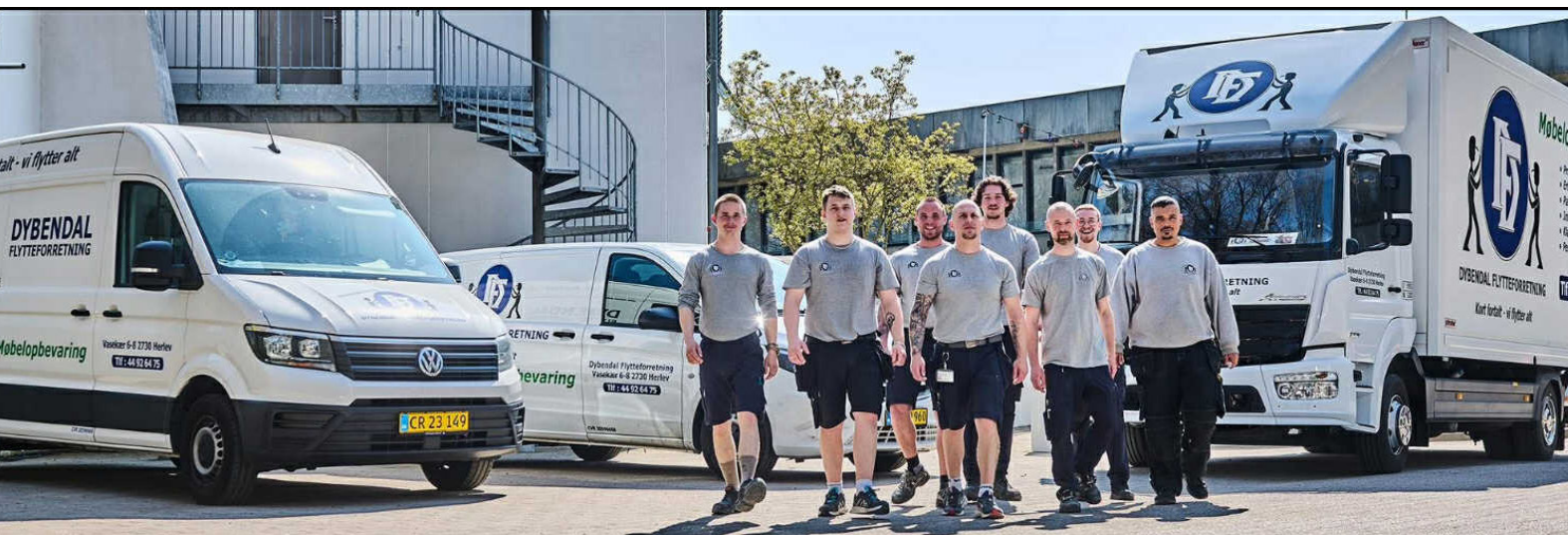
At the same time, many companies report that cooperation with Chinese manufacturers now takes place within a more structured legal framework than in the past. Danish businesses are increasingly able to exchange technology and intellectual property with confidence that their rights will be respected and that licences will be obtained when others wish to use their technology. The Danish company Cypax is frequently highlighted as an example of how this development can create new opportunities for international cooperation based on respect for intellectual property rights.

The Danish authorities continue to play an active role in protecting both businesses and national interests. When necessary, the government is prepared to intervene to safeguard.



# PROFESSIONEL ERHVERVSFLYTNING

Vi har over 25 års erfaring i store og små firmaflytninger for virksomheder, ministre, embedsmænd, forretningsfolk og store offentlige institutioner. Dybendal, flyttefirma i København og på Sjælland, sørger for din virksomhedsflytning forløber lige efter bogen, du får service og opfølgning fra start til slut, uanset om du skal flytte dit firma til nye lokaler eller du blot rykker afdelinger fra en etage til en anden.



## ET NYT EVENTYR VENTER FORUDE

Du står overfor en privatflytning og tingene virker uoverskuelige, du har mange tunge møbler og ejendele, og mangler et flyttefirma der kan hjælpe dig med en privatflytning og tilbud på flytning.

Dybendal Flytteforretning ApS har siden 2005 udført utallige privatflytninger i Stor-københavn og på Sjælland.

## Ejerledere interesserer sig ikke nok for AI

*”Men indimellem må det gamle vige for det nye.”*

*Kunstig intelligens har endnu ikke fået fodfæste i danske produktionsvirksomheder. En ny rapport fra Teknologisk Institut viser, at knap to ud af tre små og mellemstore virksomheder slet ikke eller kun i begrænset omfang anvender AI i produktionen. Dermed er der fortsat en markant kløft mellem teknologiens potentiale og den faktiske anvendelse.*

*Den største udfordring er ikke manglen på AI-løsninger, men mangel på viden og kompetencer. Analysen, der bygger på svar fra 300 SMV'er, viser, at 65 pct. tillægger AI ingen eller*

*kun lav strategisk betydning i de kommende år. Samtidig peger over en tredjedel på manglende indsigt i, hvordan teknologien kan anvendes målrettet i produktionen, og efterlyser mere branchespecifik rådgivning.*

*Rapporten viser samtidig, at virksomheder med flere års erfaring med AI oplever en vis vækst i omsætning og beskæftigelse, men uden tilsvarende produktivitetstilvækst. Det tyder på, at mange fortsat befinder sig i en implementeringsfase, og at AI først kan blive en reel løftestang for produktiviteten, når teknologien kobles tættere til virksomhedernes konkrete produktionsprocesser.*

## Business owners are not interested in AI

*But sometimes the old must give way to the new.*

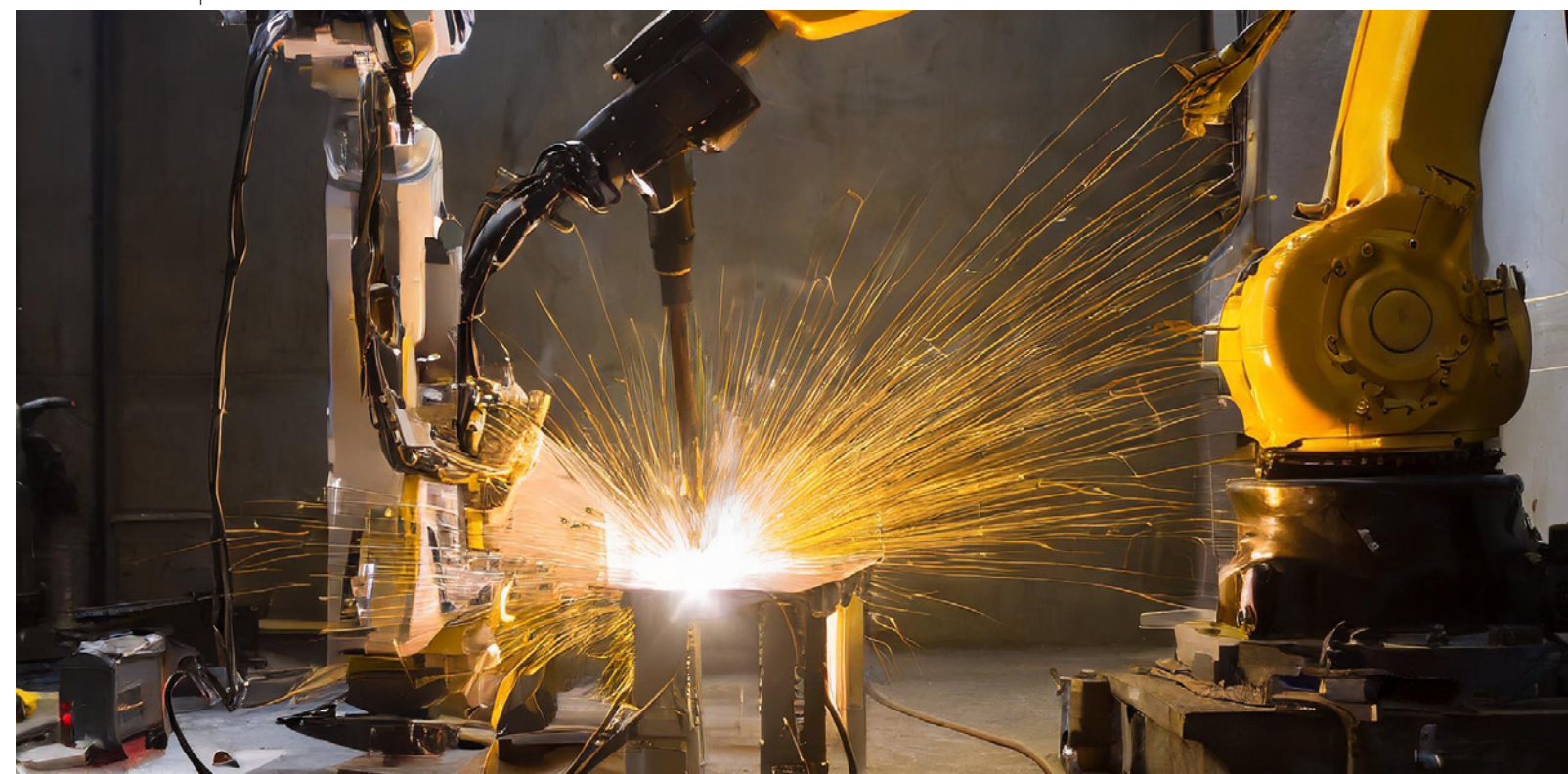
*Artificial intelligence has yet to gain a real foothold in Danish manufacturing companies. A new report from the Danish Technological Institute shows that nearly two out of three small and medium-sized enterprises either do not use AI in production at all or only to a limited extent. As a result, there remains a significant gap between the technology's potential and its actual adoption.*

*The main challenge is not the lack of AI solutions, but rather a lack of knowledge and skills. Based on responses from 300 SMEs, the report finds that 65% assign little or no*

*strategic importance to AI over the coming years. More than one-third also identify limited understanding of how AI can be applied effectively in production as the biggest barrier and call for more industry-specific guidance.*

*The report also shows that companies with several years of experience using AI have achieved some growth in revenue and employment, but without corresponding gains in productivity. This suggests that many businesses are still in the implementation phase and that AI will only become a true driver of productivity once it is more closely integrated into specific manufacturing processes.*

Foto/photo: AI





# Gylden mulighed for Østersøregionen

*Interessen for at nå høj himmel og frisk luft giver muligheder for en ny lokal økonomisk udvikling.*

*Over de seneste 25-30 år har Østersøregionen oplevet en markant stigning i antallet af arbejdspladser. Det er bare inden for servicesektoren, at arbejdspladserne er skabt og ikke i fremstillingssektoren. Over perioden har tabet af arbejdspladser i fremstillingssektoren været på omkring 300.000 og det til trods for at Polen siden medlemskabet af EU har genereret 1,0 million arbejdspladser i fremstillingssektoren. De resterende lande i regionen har således tabt 1,3 millioner arbejdspladser til primært Kina og andre asiatiske lande.*

*De seneste års geopolitiske dagsorden har gjort behovet for hjemtagning af produktionskapacitet særdeles synligt. Især udfordringerne i forsyningskæderne i forbindelse med Covid-19 har fået virksomheder og beslutningstagere til at fokusere på lokal produktion frem for at outsource.*

*Der er gode muligheder for hjemtagningen af produktionen, da Østersøregionen har en generelt veluddannet befolkning og gennem muligheden for fjernarbejde et meget fleksibelt arbejdsmarked .*

*Ovenstående giver Østersølandene en gylden mulighed gennem et øget samarbejde.*

# A golden opportunity for the Baltic Sea Region

*Growing interest in achieving a better work-life balance is creating new opportunities for local economic development.*

*Over the past 25-30 years, the Baltic Sea Region has experienced significant job growth, but almost exclusively in the service sector rather than manufacturing. During this period, manufacturing employment declined by around 300,000 jobs, despite Poland creating 1.0 million manufacturing jobs since joining the EU. The remaining countries in the region have therefore lost 1.3 million manufacturing jobs, primarily to China and other Asian countries.*

*Recent geopolitical developments and Covid-19 supply chain disruptions have highlighted the need to bring production capacity closer to home. The Baltic Sea Region is well positioned to benefit from this trend, with a highly educated workforce and a flexible labour market supported by remote working opportunities.*

*This provides the Baltic Sea countries with a golden opportunity to strengthen cooperation and promote new local economic growth.*

Foto/photo: Stock







# Klokken 14:55: Melding om vand i maskinrummet.

Vi sendte med det samme  
en revisor og en elektriker.

Vidste du, at søredning i de indre danske farvande næsten udelukkende er baseret på frivillige?

I Dansk Søredningsselskab er vi over 400 ildsjæle på 14 stationer, der dækker næsten alle de indre danske farvande.

Vi rykker ud hele døgnet – hele året – for at hjælpe dig, der er i nød på havet. Fordi selv

et simpelt motorstop hurtigt kan føre til noget meget værre.

Vi får ingen støtte fra staten og er helt afhængige af støtte fra vores medlemmer og fra fonde og sponsorer.

**Gå ind på [www.dsrs.dk/stoet](http://www.dsrs.dk/stoet) og læs mere om, hvordan du kan støtte frivillig søredning i Danmark!**