



January | 09

M&A Deal List

Christophe Schwoertzig

This publication contains copyright material. Please do not re-use or reprint anything within this document without written consent from Value Creation – Alternative LTD

Buy Side Deals

Opportunity E-1

SECTOR	IT Services or Products firm in the TELECOM sector
ACTIVITY	Billing systems Other value add services Operation Support Systems (OSS) services
STAKE	51% up
TURNOVER	\$30M - \$40M
EBITDA	10% - 20%
LOCATION	US – UK – Eastern Europe – South America

Opportunity E-2

SECTOR	Data Centre or Remote Infrastructure Management or Managed Services
ACTIVITY	Data Centre Management Network Management Security Management Desktop Management Help Desk Services Reporting and Documentation Business Management Application Management
STAKE	51% up
TURNOVER	\$10M - \$100M
EBITDA	10% - 20%
LOCATION	US – UK – Europe, etc...

Opportunity E-3

SECTOR	All industry sectors except non Islamic or in the recent market real estate
CHARACTERISTICS	Growth capital or buy out situation No turn around Cash generative businesses Strong management team Open to consider build ups and co-investments with buy-side company Family businesses looking for an exit are interesting targets
TICKET	Between \$50M and \$75M
STAKE	Majority but not 100%
TURNOVER	N/D
EBITDA	N/D
LOCATION	France – Spain – Rest of Europe

Opportunity E-4

SECTOR	Plastic manufacturing
CHARACTERISTICS	Plastics manufacturer preferably with a focus on manufacturing commonly used medical devices such as syringes (as opposed to devices which need government approval)
STAKE	51% up
TURNOVER	\$25M up
LOCATION	France – Spain – Rest of Europe

Opportunity E-5

SECTOR	Prefer to avoid financial, alcohol, gambling and tobacco sectors (due to Islamic Banking rules) Preference for alternative energy, energy, resources sectors, IT, biotech, pharmaceutical, real estate, infrastructure
CHARACTERISTICS	Existing management to stay (except in dire situations)
STAKE	Preference for majority stake
TURNOVER	N/D
VALUATION	\$25M up
LOCATION	France – Spain - Rest of the World

Opportunity E-6

SECTOR	Hotels, engineering, oil & gas services, insurance
CHARACTERISTICS	Profitable companies with defined cash flows [should be able to support acquisition finance; 70:30] Cross benefits; value for the region should be perceived
STAKE	Management control (preferred in some cases)
TURNOVER	N/D
TICKET	\$25M up
LOCATION	France – Spain - Rest of the World

Sell Side Deal

Opportunity E-7

SECTOR	Information technology
ACTIVITY	Software editor. Application modelling (€70B market) Software application endorsed by IBM
STAKE	5% - 10% of equity for a €5M - €10M investment
SALES FORECAST	€100M p.a. within 5 years
EBITDA	N/D
LOCATION	France

About Value Creation – Alternative...

Value Creation – Alternative is a Strategy and Investment firm specialised in Business Development. We help companies to develop their business through acquisition and organic grow. We accompany our clients throughout the entire life cycle of their development programme: strategy definition, target search, due-diligence, negotiation, transformation map and change management.

We are a worldwide network of seasoned professionals and have collectively advised M&A projects worth nearly US\$100B.

We support complex strategic and operational business decisions with deep analysis and robust process. Our methodology is a combination of desk research, interviews and application of internal know-how.

Main contact

e-mail: info@vc-alternative.com